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BRANDS GIVING BACK

JWT'S TONY PIGOTT ON ETHOS AND
THE PASS-IT-ON PAYBACK

+ NESTLÉ CANADA'S INNOVATION RENOVATION

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Nike, Microsoft and others just do it



On the cover

JWT Canada president/CEO Tony Pigott was a sport to spend hours in a barbershop on a steamy Friday afternoon recently in Toronto. He's in the chair due to Ethos, JWT's social marketing practice, which has been compiling best CSR practices from around the world. With the help of real barbers Joseph Notarfonzo and Nick Loizoe (above) we're paying homage to Pigott's favourite example – L'Oréal's global AIDS education program for hair stylists, who spread the word via the customers at their salons. It's Ethos' favourite pick due to its brilliant link to the brand, and the simple, sustainable nature of the project.

Our photographer this issue is Darrin Klimek, who honed his skills with Michael Graf, and has recently branched out on his own.

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Now the agency world has a glossary for some of those puzzling marketing terms. Everyone thank JWT for their elucidation efforts



It's time for a marketplace of meaning

Back in the day, products were created to serve a need. Now, they're finding a need to serve.

The Nestlé brand was born in 1867 when Henri Nestlé, a Swiss pharmacist, struck a blow against the high infant mortality rate by launching Lactous Farina Nestlé. It was a new source of infant nutrition designed to keep babies who couldn't breastfeed alive and thriving. L'Oréal, meanwhile, traces its roots back to 1907 when a young French chemist named Eugène Schueller came up with Auréole, a hair dye that was safer than the noxious options then on the market. He sold it to hairdressers, no doubt educating them on safe practices in the process.

Today, while Nestlé continues to develop the next generation of healthier, easier and tastier food and beverages (see page 11 for its recent strides), and L'Oréal continues its research-intensive pursuit of better beauty products (they are the top nanotechnology patent holder in the U.S.), brands have already been created to meet nearly every basic (and esoteric) need out there. So now the companies responsible for managing the great grand brands are also

Back in the day, products were created to serve a need. Now, they're finding a need to serve.

forging deeper connections with consumers by devoting more time and energy towards solving the wider societal problems that threaten wellbeing today.

And for those that are well connected to their roots, the DNA link remains strong when they

take on a mission, such as Nestlé Canada continuing its kids nutrition efforts in an new online community with *Canadian Living* and *Coup de pousse*. And that's certainly the case when it comes to L'Oréal's global AIDS education initiative, which we pay homage to on the cover. Last year L'Oréal and UNESCO launched Hairdressers of the World Against AIDS, designed to give stylists preventative education training, which they in turn impart to their clients. The program began five years ago in South Africa, and will ultimately spread to all the countries where L'Oréal partners with salons.

It's the rock-solid connection between the brand DNA and its initiative that leads JWT president/CEO Tony Pigott to cite this as his favourite example of a brilliant social strategy. And since he's been involved in a global audit of such programs during the development of Ethos, JWT's corporate social responsibility unit, he's in as good a position as any to judge. With this benchmarking research in hand, Ethos is about to kick it up a notch in helping corporations to frame a long-term social strategy. As the research also indicated that consumers are hungrier now for a "marketplace of meaning," Pigott believes it's the perfect time for brands to step up and partner with NGOs like UNESCO, which Ethos is working with, to help out with serious issues.

If you only read one thing this issue (which would be daft, but hey, it's summer), make sure it's the Brands Giving Back special report (page 46). There's a lot of heartfelt and increasingly strategic work being done in this realm, and since recent surveys confirm that the consumer increasingly cares about brands that give back, CSR is moving up the priority list.

When we were researching this topic, we heard about an impressive range of Canadian programs. There's a definite sea change underway, with more corporations recognizing that getting serious about a social issue – like Dove's self esteem work or GE's Ecomagination effort – is the new USP. If you have the opportunity to expand your brand's social strategy, get on it, and maybe you'll be in our 2007 report.

Cheers,mm

Mary Maddever, exec editor, *strategy/MIC*, maddever@brunico.com

President and Executive Publisher / James Shenkman / jshenkman@brunico.com

Editorial Director / Mary Maddever / mmaddever@brunico.com

Creative Director / Stephen Stanley / ssstanley@brunico.com

Copy Chief / Paula Costello / pcostello@brunico.com

Special Reports Editor / Natalia Williams / nwilliams@brunico.com

Reporter / Annette Bourdeau / abourdeau@brunico.com

Correspondent / Patti Summerfield / psumm@sympatico.ca

Correspondent / Lisa D'Innocenzo / ldinnocenzo@rogers.com

Contributors / Pierre Delagrave / John Bradley

Sales / (416) 408-2300 / (514) 954-6206 / Fax (416) 408-0870

Associate Publisher / Claire Macdonald / cmacdonald@brunico.com

Senior Account Manager / Carrie Gillis / cgillis@brunico.com

Senior Account Manager / Ramona Persaud / rpersaud@brunico.com

Senior Account Manager / Sarah Selhi / sselhi@brunico.com

Account Manager / Michelle Tomicic

Western Canada Sales / Tracy Houston / thouston@brunico.com

(604) 893-8925 / Fax (604) 893-8926

Publisher's Assistant / David Spevick / dspevick@brunico.com

Director, Creative Services / Kerry Aitchison / kaitchison@brunico.com

Production Co-ordinator / Daisy Cheung / dcheung@brunico.com

Circulation Administrator / Brendan Mitchell / bmitchell@brunico.com

Customer Service / Jennifer Court / jcourt@brunico.com

Administration

President and Executive Publisher / James Shenkman / jshenkman@brunico.com

VP & Editorial Director / Mary Maddever / mmaddever@brunico.com

VP & Group Publisher / Diane Rankin / drankin@brunico.com

VP & Group Publisher / Donna MacNeil / dmacneil@brunico.com

VP, e-Brunico and Circulation / Omri Tintpulver / otintpulver@brunico.com

How to reach us

Strategy 366 Adelaide Street West, Suite 500,
Toronto, Ontario, Canada M5V 1R9
Tel: 416-408-2300 or 1-888-BRUNICO (1-888-278-6426)
Fax: 416-408-0870
Internet: www.strategymag.com

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**NOTICE RE: BUSHNELL (8 X 21) BINOCULARS AND
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The Competition Bureau (the “Bureau”) has informed Media Syndication Global (“MSG”), and Havas S.A. (“Havas”) that certain representations made to the public via statement inserts included with CIBC credit card billing statements between August 1, 2002 and November 2, 2004 concerning the price at which certain Bushnell (8 x 21) Binoculars and Mark of Fitness Blood Pressure Monitors would be ordinarily supplied by using the terminology “regular price” and “special offer” have raised concerns under the Deceptive Marketing Practices provisions of the *Competition Act* (the “Act”) and more specifically under the ordinary price provisions of the Act. The Bureau believes that the comparison prices overstated the prices at which those products were regularly offered for sale or sold.

MSG, Havas and Interactive Marketing Group ULC share the Bureau’s concern in providing accurate information to consumers and accordingly have entered into a Consent Agreement which provides that:

- a refund by cheque shall be sent to each CIBC customer who purchased (and did not return) Bushnell (8 x 21) Binoculars or Mark of Fitness Blood Pressure Monitors in response to the statement insert offered between August 1, 2002 and November 2, 2004;
- all of their regular selling price representations will comply with the deceptive marketing practices provisions of the Act; and
- a corporate compliance program designed to ensure compliance with the Act will be developed and implemented.

Refund Cheques will be sent automatically to the affected customers.

The Consent Agreement can be found on the Competition Tribunal’s web site at www.ct-tc.gc.ca. For additional information, consult the Competition Bureau’s web site at www.competitionbureau.gc.ca.

In print...

Engaging armchair athletes and people about town



The recent FIFA World Cup marketing mania is maybe one of the best examples of how sports marketing has evolved in the past decade or so. Sponsors anted up unheard of amounts to flog beverages, cellphones, sporting goods and electronics to reach the largest global television audience in history.

On a national level, the sports marketing industry is also robust in both sponsorships and in media focused on regional, national and international events. Our October supplement on sports marketing will explore new opportunities for sponsors and media avails for marketers

looking to capitalize on the eyeballs of sporting enthusiasts.

Also in the October issue, we'll be publishing an advertising supplement focusing on the nascent OOH digital media space. Digital signage is gaining momentum with agency planners and marketers and this feature will serve as a reference tool, outlining the reach and level of engagement with captive audiences that the various networks offer.

If you'd like any more info on either of these opportunities, please be in touch.

See you on Oct. 3 at the Media in Canada Forum! **CM**

Claire Macdonald, associate publisher, 416.408.2300 x263, cmacdonald@brunico.com

In person...

Get your engagement plans here



The planning is well under way for the 2nd Annual Media in Canada Forum. In addition to our headliner, Alan Rutherford, VP global media for Unilever, the brains behind the CPG co's innovative media strategy, we have landed Paul Woolmington, partner of NY-based media neutral hot shop Naked Communications, as our closing speaker. Woolmington is known for his penchant for pointing out media genius and has been instrumental in getting it noticed at top industry award shows, founding the first Media Lions Competition at Cannes and more recently setting up the "Content & Context"

category at the Clios. Woolmington is leading the charge for media neutrality, creativity, accountability, and innovation and with his presentation, "Collaborate or Die: Achieving Marketing Communications Nirvana" intends to ignite your passion to join him in the quest.

Other sessions will explore the opportunities offered by emerging media and new digital platforms; the highs and lows of offering up your brand as content to consumers and how "traditional" media is reinventing itself to ensure its relevance in the new "mediaverse." You'll also get a sneak peek inside the heads of the industry's rising young stars. We're challenging them to put their best foot forward and present truly innovative integrated campaigns for real brands. Brand managers – here's your opportunity for free brand planning! Contact me if you are willing to submit your brand as a guinea pig for this session. We're also actively on the hunt for class A media plans to showcase at the event featuring "old" and "new" media – the prerequisite is true consumer engagement. Please send me your suggestions.

For regular agenda and speaker updates keep reading *strategy* and visit www.mediaincanada.com/forum.

Hoping to see you there, **MJ**

Meredith Jordan, conference producer, 416.408.2300 x508, mjordan@brunico.com

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UPCOMING SUPPLEMENTS

October 2006

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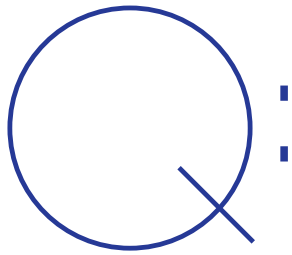
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What's the best brand? You decide.

In November, *strategy* will crown its Brand of the Year, and we're looking for your nominations.

Send your top picks along with a brief but compelling explanation of the brands that demonstrated strong creative work, innovation, bold vision and business prowess over that past 12 months to

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"It's a little hard to

HarperCollins went deep and digital



The book's tiger logo and URL were graffiti'd around T.O. and Vancouver

Haven't yet heard of *Londonstani*, the sizzling new novel about British-born Asian gangstas in the mean streets of the U.K.? You will, thanks to the most innovative book campaign since Jack McClelland led a parade of chariots and gladiators down Yonge Street in a blizzard.

HarperCollins Canada is pulling out all the stops for Gautam Malkani's buzzed-about debut novel, which just hit *Maclean's* bestseller list and was described by a reviewer as "street-wise, blinged-out Sikh teenagers running riot in a London suburb."

Realizing that an unconventional book needed an equally gangsta marketing strategy, an HC team led by marketing managers Shelley Tangney and Lindsey Lowy came up with a pervasive online, OOH and multicultural campaign. Prior to the book's July 8 publication, HarperCollins unleashed an Internet-based Flash trailer (at www.londonstani.ca) to alert booksellers, reviewers and the general news media to check it out.

Also, Malkani was the first author featured in HarperCollins' new podcast program on its Foursevens Podcast Network, which launched July 17 (the HC Prosecast program is downloadable from www.CanadaPodcasts.ca).

Books don't typically do graffiti, but they went "street" on this one, spray-painting the book's tiger logo and URL around Toronto and Vancouver. Tiger logo pins and postcards featuring slang definitions from the book, such as "desi rudeboy" (Asian youth who ape the American gangsta subculture) were also distributed in urban hot spots.

HarperCollins also went deep into the South Asian community, promoting the book via www.MyBindi.com, the largest South Asian portal in North America, as well as popular urban South Asian magazine *Anokhi*. And working with Golden Eye Media, the book trailer will screen at South Asian movie theatres in the Toronto area, with copies sold at concession stands. Even the promotional T's sent to book retailers were made by South Asian clothing manufacturer DesiWear. Now that's Sikh cred.

— Terry Poulton



Fun with poo

It's not often that people are asked how they feel about feces. Not anymore. Prelam Enterprises has taken potty talk to the street – and the Howard Stern show. Last year, Prelam, a five-person air freshener company from Moncton, debuted a new type of bathroom deodorizer in the Atlantic provinces. Just'a Drop is a "toilet odour neutralizer" – you squeeze one drop of liquid into your toilet before you go thereby "suppressing unpleasant bathroom odours at the source."

The company creates its own advertising and FSIs (which tease its site – with a fun viral – at odourvoter.com) in dailies, however, co-owner Luc Jalbert says he doesn't have a lot of money to advertise so has been putting about \$100,000 a year into PR to make a splash. Jalbert says the goal is to build awareness

through WOM. "It's a little hard to talk about poop," he says.

In June, Prelam rolled out the product in the rest of the country with a fun online and street campaign asking Canadians to "Sit down and be counted!" by sharing their personal bathroom habits. Participants were asked such questions as "How long before it's safe for someone to go into the bathroom after you?"

The "Poo-Crew" made appearances in Montreal at the Grand Prix and the Fashion Festival, at Canada Day

festivities in Toronto and even in Times Square in NYC. The crew brought a toilet with them so people could sit to fill out the survey and receive samples.

The campaign was so successful that sales doubled after the Montreal appearances. It not only landed coverage in dailies in the Atlantic provinces, it prompted that king of kaka himself, Howard Stern, to send a crew to cover the Poo-Crew in New York. The Stern show ran a one-minute bit eight times and garnered Howard's commentary. Survey results were used to compile a comparison of the bathroom habits of different age groups and sexes in Canada and abroad (men were the smelliest across the board).

The small company has also managed to gain shelf space at Wal-Mart Canada, IGA and Metro, among others. Jalbert is scheduled to meet with Wal-Mart U.S. this month and might be followed to the retail giant's Arkansas HQ by CBC's *Venture's Dreamers & Schemers*,

which is on its fourth profile of the entrepreneur. After all, he's a man on a mission: "I'm creating a revolution of people smelling better." Odourvoter.com and the Poo-Crew were conceived by Toronto-based LexPR. — Paula Costello



talk about poop”

WATER COOLER

Social strategy is the new black

Which brands are best leveraging social responsibility to build respect?

66.20% Dove Self-Esteem Fund

18.31% Tim Hortons Timbits
Minor Sports Program

7.04% Aldo & YouthAIDS

8.45% Other



Energy efficient

It's always nice to exceed internal expectations, and Home Depot's "Keep Cool" air conditioning recycling initiative has done just that for the second year in a row. This time it's



doubled its goal to bring in 3,000 units, with 6,600 drop-offs in the Toronto area alone.

The Ontario-wide program netted almost 16,000 units. Participants were encouraged to retire their old, energy-guzzling A/Cs and upgrade to energy-efficient models; they received \$25 certificates towards buying new air conditioners at Home Depot.

"It's a great way for Home Depot to position [itself] as the leader in energy efficiency," says Nick Cowling, Home Depot's senior manager, communications and external affairs. The retail chain partnered with local hydro offices like Toronto Hydro, as well as the Clean Air Foundation and the Ontario Conservation Bureau for the effort.

Home Depot will be running the program again next year because, according to Cowling, "I don't think we've gotten all of the old air conditioners out of the market yet." **AB**

Brilliant!

◀ By Terry Poulton ▶

As if being gobbled up by BGM weren't enough of a shocker, MuchMusic sites in Toronto and Vancouver were hijacked from midnight to 6 a.m. July 14. The perpetrators staged a unique media event to launch Pepsi-Cola Canada's new youth-oriented soft drink Dew Fuel.



Pepsi's Dew Fuel kidnaps Much sites for all-nighter

The concept, says Tony Chapman, CEO of Toronto's Capital C, "was to tie in the DNA of the brand – Explicit Energy – with an all-night party," with the first three hours staged in T.O. and the final three in Vancouver.

"We developed Dew Fuel from scratch," he explains, "after Pepsi assigned us the Mountain Dew Energy brand last fall. We went back to them with a complete makeover including a new name, positioning and brand key, packaging and creative template, including digital, promotion, point of sale, advertising, and sampling – a full 360." Diana Hanson is brand manager of the renovated brand, which has its own website, with kick-ass animation, www.dewfuel.ca.

Capital C's Live Event Division produced the hijack party, which involved live bands and videogaming.

Chapman lauds OMD for "believing in the concept" and also credits music and entertainment marketing agency Jet Star Entertainment's collaboration and the support of brands like Xbox 360.



our

]social[[contribution]

Loto-Québec's social contribution focuses most notably on the adoption of effective measures to prevent and combat excessive gambling, on playing a role in the financing of over 1,000 non-profit organizations, on promoting community and humanitarian action, and on supporting hundreds of different public events and festivals.

Contribution to the fight against excessive gaming	\$35 M
Contributions to non-profit organizations	\$21.5 M
Fonds d'aide à l'action communautaire autonome	\$13.3 M
Fonds d'aide à l'action humanitaire internationale	\$2.7 M
Sponsorships	\$16.6 M
La Collection Loto-Québec	\$0.4 M
Employee programs	\$2.6 M



NESTLÉ'S INNOVATION RENOVATION

◀ By Lisa D'Innocenzo ▶

It's all about taste. And also the ease factor. But don't forget health, and then there's retail and...the list goes on

Bob Leonidas dips a spoon into a bowl of Purina Beneful dog food, lifts it to his lips and unhesitatingly swallows a mouthful, then offers a taste to said reporter, who politely declines.

"It's fantastic," says the president/CEO of Nestlé Canada, pointing out the healthy ingredients – veggies, meat and rice – clearly visible in the chow. He also stresses the

portability, and taste, the latter being "always at the forefront."

To deliver on these consumer needs, Nestlé, which has a vast array of brands in categories ranging from water to pet food and confectionery, has implemented what its leader calls an "innovation renovation" strategy. (More on that later.)

He adds: "We're an evolutionary company,

We're an evolutionary company, not a revolutionary company. We don't come out with big statements saying we're going to do this or that. But if you look at our annual report, you will see good, steady growth

packaging – a plastic bowl with a lid that is easily snapped on and off. "Here we're taking canned dog food and putting it in a [format] that's unique and you can just take it and put in on the floor."

Interestingly, this pooch product reflects the type of fare that global giant Nestlé is serving up for human consumption as well. Leonidas, who has been with Nestlé Canada for the past 22 years and took the reins of the company last March, notes there is a trio of trends driving the Toronto-based CPG firm's business for the future – health and wellness, convenience and

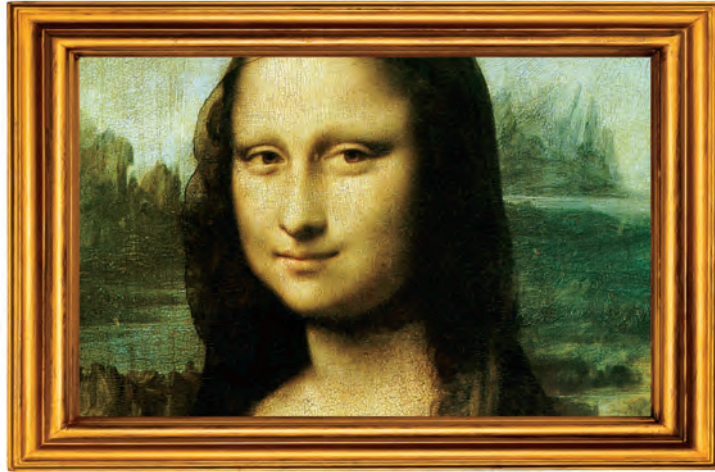
not a revolutionary company. We don't come out with big statements saying we're going to do this or that. But if you look at our annual report, you will see good, steady growth. In the food business, I think it's the right strategy."

Integral to the process of "innovation renovation" is a thorough research procedure. Nestlé Canada has put into place an "expert panel" of eight that visits HQ every two weeks to rate the goods.

The participants, who have been involved in the program for three years (it was first introduced in 2001), have an affinity for the



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a thousand words



then this is worth a
thousand thank you's



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the country, in a category that is holding steady at between 1% and 3% growth.

Strategy sat down for a Nestlé-brand-filled lunch with Leonidas, to find out what's feeding his company's steady climb upwards.

Can you explain how innovation renovation works?

We're constantly working on our products to make sure that we're delivering taste, better health and wellness, or portability.

For example, we're the first to launch 50% less fat, 33% less calories ice cream. Another product is Lean Cuisine Spa, which has got us into whole wheat pasta – a fact highlighted at the back of the package. It says: "Good to know: Whole wheat products such as whole grain pasta contain more fibre than refined white grain products. Aim for at least three servings every day – this product provides one serving of whole grain."

With Nesquik, we're now offering one-third less sugar. People can have chocolate milk, all the same great taste, but it's better for you.

When you look at portability, we have Nestea sticks. We just launched them in April and we can't keep up with demand. People can keep these sticks in their pockets, in their desks, and they can take their [bottled] water and now make it a flavoured occasion. Historically Nestea was sold in a large canister in a grocery store. It's an example of what I call reformatting [that occurs] with a little bit of marketing thinking, and some unique research techniques.

Have Nestea sticks enabled you to move the brand outside of its traditional aisle? Absolutely. Two days ago, I was in Montreal

at a Metro, Super C and IGA store. You see secondary displays now in the water section. Also, a lot of stores have ready-to-eat sections, where you can buy a deli sandwich or dessert, and now they have Nestea sticks there to go with your water. So, we also have it in third locations within stores.

How much of your marketing spend is non-traditional?

We try to highlight where appropriate [on packaging] what the nutritional message is, whether it be peanut-free on chocolate bars, or a fibre message. Those things wouldn't have occurred 10 years ago.

For several years now, we've been going through a media neutral planning process. Our main [goal] is to develop a relationship with the consumer, and that can take many forms – TV, print, Internet, text messaging.

Within my stable of brands, I have everything from infant nutrition – which is a one-

to-one relationship with a mother through direct mail or Internet – to ice cream, which has extremely high household penetration.

So we use more mass media, like television. Then we have things like the Cat Club online, for Friskies and Whiskas. In our confectionery area, where there are more teenagers, we're working more online and in-store, because it's a much more impulse-driven purchase.

Can you expand on your efforts in-store?

We work very heavily in plannogramming, making sure our brands are hitting the sweet spot in the section, eye to thigh level. The second thing is that many of our brands favour themselves to secondary locations – Nestea with water, chocolate bars in the meals-to-go section. The third area we're working on with major partners is how to bring traffic into aisles. As an example, the ice cream section is a cold



Top: Leonidas; above: Beneful, the dog food even (some) people can stomach

culinary and have been trained for their task, not unlike wine experts. They sit in a booth and are passed dishes through a window, where they examine the product under infrared lights, judging it for appearance before moving on to aroma and taste. Their results are then tabulated. Leonidas believes the research panel is unique to the Canadian marketplace, both in terms of its scale and interaction.

He adds that the Canadian division, which has 4,300 employees, 27 locations and 11 factories, also takes advantage of its Swiss parent Nestlé S.A.'s product technology centres, of which there are six. "You can ask them to develop ideas, and [there is also a] research institute in Switzerland," he notes. "We spend well over \$1 billion on research globally, which is huge in food."

Nestlé's carefully crafted strategy for growth appears to be working. According to its 2005 annual report, Nestlé S.A. experienced 6% organic, and 4% real internal growth, which measures like-for-like volume growth.

Here in Canada, things appear equally buoyant. ACNielsen data, for the 52 weeks ended March 18, 2006, indicates Nestlé's market share was up 11% from the previous year, making it the fastest-growing CPG company in

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Aimee Powell • Sales Manager



Aimee Powell has nearly 10 years experience working as a media buyer for Media Buying Services/The Media Co. and Airtime Television Sales. Some of her national accounts have included Subway, Canadian Cancer Society, Winners/Homesense, Future Shop/Best Buy and ING Direct. In 1997, she graduated from York University with a degree in anthropology.

Aimee joined the APTN sales team July 4, 2006. She is working with Mike Peterkin, the Director of Sales and Business Development, based out of the Toronto office. APTN is proud to have such an outstanding player on board!

For more information about APTN viewers, contact the APTN sales team at (416) 260-3859 or visit us on the Web at www.aptn.ca/sales

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Aboriginal Peoples Television Network



Advertising Agency Competition

The Western Canada Lottery Corporation (WCLC) is seeking agencies to provide advertising strategy & creative and/or media planning & buying services for its portfolio of lottery games, including LOTTO 6/49, SUPER 7, WESTERN 649, EXTRA, SCRATCH 'N WIN, SPORT SELECT, KENO, PICK 3, plus additional new games launching in 2007. Services are to be provided to our Marketing Division located in Stettler, Alberta.

Advertising strategy & creative services - Suitable candidates must have extensive experience and expertise in consumer goods advertising, handling multi-brand accounts and in developing and producing creative for TV, radio, print, outdoor and POS.

Media planning & buying services - Suitable candidates must have extensive experience and expertise in planning and buying TV, radio, print and outdoor media in the Western Canada marketplace for annual media expenditures of \$10,000,000+.

Applicants may express interest in
(a) advertising strategy & creative only,
(b) media planning & buying only or
(c) both advertising strategy & creative and media planning & buying.

Interested parties must contact WCLC by e-mail request to obtain an Expression of Interest Application. To be considered, submitted applications must be received by **4:00 PM CDT, Thursday, September 14, 2006**.

Western Canada Lottery Corporation
10th Floor, 125 Garry Street
Winnipeg, Manitoba
R3C 4J1

Attention: Anita Place
Manager Purchasing
Email: placea@wclc.com
Tel: 204-946-1449
Fax: 204-946-1472

biz.

place to be physically and visually. Is there a way to warm that aisle up? We have a lot of projects to generate more traffic, so retailers can increase the size of the shopping basket, such as in-store signage on coolers, headers and information on the floor.

How do you measure the components?

There are only two things that matter – market share as audited by ACNielsen, and sales. Don't let anyone fool you that it's a bunch of other soft measures. If my market share or sales aren't going up, I have a problem in marketing or sales, and we just circle right back and say: "Fix it."

Marketing people have all these great ideas about how you can measure, and sure we do brand tracking studies, we measure awareness, trial, brand attributes, and we track all our big brands. And everyone gives me the great stories about how brand health is improving and this and that. But if our sales are going down, you have a short life. Next point.

Can you expand on your research methods?

We use everything from focus groups, to in-home use tests, to mall intercepts, to talking to elite athletes before a race to get information on how PowerBar is performing or not performing, to the type of panel you saw here. We also go into consumers' homes. The real action comes from turning that into knowledge, which can give you insights to gain a competitive advantage that you can use in that product.



Where has that happened?

The Aero chocolate bar is a wonderful example. It was a number six bar in Canada, and it has been a little bit of a sleeping giant. We did a ton of different types of research, and we were able to [identify] what was most important to the female consumer, which was the melting of the bubbles and the sensation that occurs in the mouth. We turned it into what we call an "ownable brand idea" of melting bubbles and the tagline: "Have you felt the bubbles melt?" We were able to relaunch the brand and see the share grow to number three in Canada. That's a great example of making an old brand new again, through the use of unique research techniques.



Above: Nestlé's innovation yields lower-sugar Nesquik; below: Lean Cuisine is also breaking new health ground

How does Canada fit into the global Nestlé landscape, and how much influence do you have in overall strategy?

At the end of the day, Nestlé Canada plays an extremely important role in the Nestlé world. We are a very big market, relative to total Nestlé – we're in the top 12. We are a net exporter of talent and ideas; however we're not afraid to import ideas.

Canada is a very innovative market, and there are many examples. Aero Caramel and Nesquik one-third less sugar are going to be picked up in other markets, as are Nestea sticks and Stouffer's Bistro. But we also steal with pride and it comes back to Nestlé being multicultural, multinational and multiproduct.

With so many brands, how do you foster collaboration across the groups?

It's a pretty simple structure. We have eight operating companies. We have back-of-the-house synergies – payroll, taxation, treasury. At the front of the house, the stuff the consumer sees, we're quite decentralized and the companies operate independently. That gives us great nimbleness, flexibility and a chance to react to competition, because a lot of our competitors are really focused in terms of one category.

Do we work together? Well, there's a package right here for Stouffer's that contains an image of Nestea sticks. We have another one with an image of a San Pellegrino bottle on the back. We put coupons for ice cream, for example, in our confectionery products. And it's not just a question of on-package promos, it might

also be sampling opportunities at events, such as PowerBar and Nestlé Pure Life water together at marathons. It has to make business sense and have a good ROI.

How do you rally the troops?

I do a ton of factory visits and town hall sessions. You have to get out and talk to employees, tell them the good and the bad. Every month I send a short note out to employees, telling them how we did for the month – what's hot and what's not, and where we need to focus as a team. I've had great reaction to them, from people who weren't aware, but more importantly, people say: "Bob I can help. Here's what I want to do."

Do you operate in multifunctional teams?

Yes, and we have no walls in the building. Even I live in a Dilbert cubicle. I'll give you an example of how we work. Nescafé is Canada's number one coffee, and we have a 62% market share. We're totally relaunching this brand right now, with a brand new jar, a brand new label and a brand new source of manufacturing to transform how instant coffee is done.

How did we do this? We put together a multifunctional team that was made up of supply chain, marketers, package designers, consumer communications, corporate affairs, and sales people. They have been working on this project for over two years, and we just launched it with [popular HGTV handyman] Mike Holmes as a spokesperson. This is a great example of a multifunctional team coming together – because we want a 90 share – as well as defining the business problem and working through the solution.

More and more coffee's about one cup,

whether it be one cup at Starbucks or Tim Hortons. Nescafé's about one cup, and there's a wonderful opportunity for a really good quality product because, historically, instant coffee has not been that great. This is really what I call a transformational play and we're extremely excited about it.

How do you decide when to adapt a global strategy versus come up with a local approach?



Nestea sticks are opening up new placement opportunities within stores

If something is selling really well, why wouldn't I adapt it? If we see the Spa Cuisine launch in the U.S., and bang, it takes off, I don't think we should wait too long to launch it in Canada. In terms of how we develop things here, when we look at our network and we [see] a unique

Canadian consumer need, then we have to put our team here into action to grab more information and develop unique ideas.

From a marketing perspective – how do you decide when to adapt a campaign?

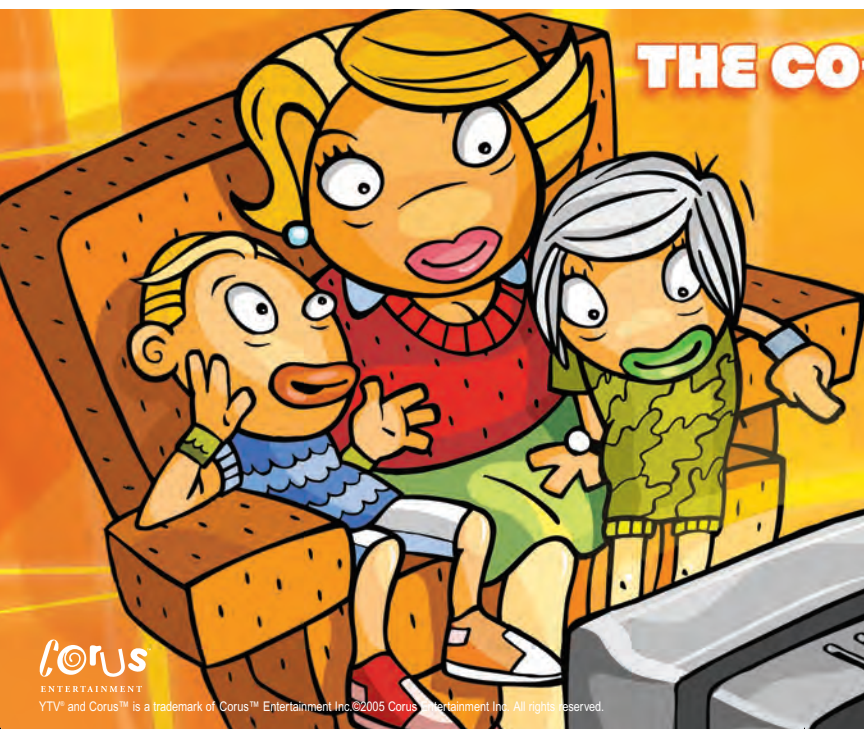
Those decisions are made by individual divisional presidents, and frankly they're pretty practical. On the Lean Cuisine Spa, we used U.S. advertising because it had great research results – why wouldn't you take it?

With Nesquik, it would be easy to adopt the U.S. advertising, but we're on the "one-third less sugar" and "vitamin enriched" strategy – and we're pushing that. They're not pushing that yet. So you have to assess the business situation you're in, what the consumer is demanding, what choice they want, what kind of nutrition they're after, and then make a good judgment, based on research and then on results.

How do you view the role of advertising at Nestlé?

Advertising is there to help us sell more products. Different brands have different motivation – whether the bubbles on Aero, 50% less fat on ice cream or rich taste on coffee. There are usually product attributes and emotional ones, and you're usually working on a combination of those two, but you might balance it differently depending on the category. Confectionery for years was "humour." We brought it back to product attributes – we talked about bubbles – with humour, and that's really changed our business.

You want to stand out and be unique, but at the end of day we are selling food, and it has to have appetite appeal. ■



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ROCKET LAUNCHER

Unilever's Jillian McLaughlin prepped for the massive Sunsilk launch by immersing her team in the demo's world – and the method marketing paid off

◀ By Annette Bourdeau ▶

Jillian McLaughlin is perched on a white futon pushed up against a wall adorned with playful party photos of herself and her friends. Knick-knacks and trinkets have been carefully placed around the futon, which is anchored visually by colorful throw pillows and a powder blue area rug. The set-up is reminiscent of a college girl's dorm room or a young woman's first apartment, and that's exactly the point.

We're at Unilever Canada's downtown Toronto headquarters sitting in McLaughlin's office, which she has deliberately transformed into "Katie's Room" to fully immerse herself in haircare brand Sunsilk's primary target: 25-year-old girls. "I wanted to really sink

myself into who the target is...to really be obsessed with who she is, what she does," explains McLaughlin, 30, the brand building manager responsible for Thermasilk and the massive June launch of Sunsilk in Canada. She has even nicknamed the three variants of the 25-year-old bull's-eye: "Katie" in English Canada, "Christine" in Quebec, and "Kirshma," the South Asian Canadian target.

"It's a trait of wonderfully natural marketers – they just live and breathe the consumers they want to reach," notes Tony Chapman, president of Toronto-based agency Capital C. He recalls that when McLaughlin first brought her agencies on board in October 2004 to prep for the Sunsilk launch, she tried an unconventional motivational technique. "To make sure that everyone really understood Katie, Jillian invited everyone over to her condo for a Katie Party to really see the target in the three-dimensional," Chapman

says. "She's just so passionate and excited, you want to do great work for her."

One of the great pieces of work Cap C has done with McLaughlin is developing 14 different account-specific promotions to help woo retailers and get Sunsilk on the shelves in spite of its off-season mid-June launch. Three of the ASPs are particularly noteworthy: for Shoppers Drug Mart, they published 600,000 copies of a content-driven mini-mag, *Hairapy*, to be available in store and sent out with *Glow* magazine. (The chain was worried about some of the original version's racier content, with *Cosmo*-style advice, so McLaughlin printed another 500,000 copies of that edition to be distributed at peripheral retailers like La Senza and The Shoe Company, which also get coupon space in the mag.) For Wal-Mart, Sunsilk "Hairapy guys," will be doling out tongue-in-cheek hair advice as part of a retailtainment initiative, which will be supported by two cinema ads to drive traffic to Wal-Mart. And, they're doing a DM effort with Loblaw's to help the grocer drive up traffic in its haircare aisles.

McLaughlin has a solid understanding of how to give retailers what they want, thanks to



I really believe that you need to bring your consumer something of value, I've really challenged our media partners to add value, to not just do a brand-sell message



a two-year stint on the sales side at Unilever selling personal care to Costco. "Costco is very demanding," she explains. "You have to put a lot of energy into understanding the internal processes." She was clearly able to get into the right headspace, as she had several key wins, including getting the AXE launch into Costco and securing an in-store Unilever fence, Costco's first-ever single-vendor fence. "I

minute "bathroom dramas," featuring four girls agonizing over trivial twentysomething dilemmas that are all traced back to – you guessed it – hair woes. "I think the success here is thorough briefing," McLaughlin says, adding that she was very hands-on throughout the development of the episodes. "I wrote the casting brief, went to all the castings [and] I was at all the shoots helping with

how the personalities were being developed." She's doing a similar initiative in Quebec, with a series of 45 different one-minute radio episodes on Energie 94.3, with the Quebec Hairapy man "Dominic," played by comedian Sériq. And, she worked with Toronto-based specialty agency Rao, Barrett & Welsh to customize print ads for the South Asian market, with slogans like "My hair has more bumps and kinks than a Bollywood romance." They're running in mags like *Anokhi* and *South Asian Life*.

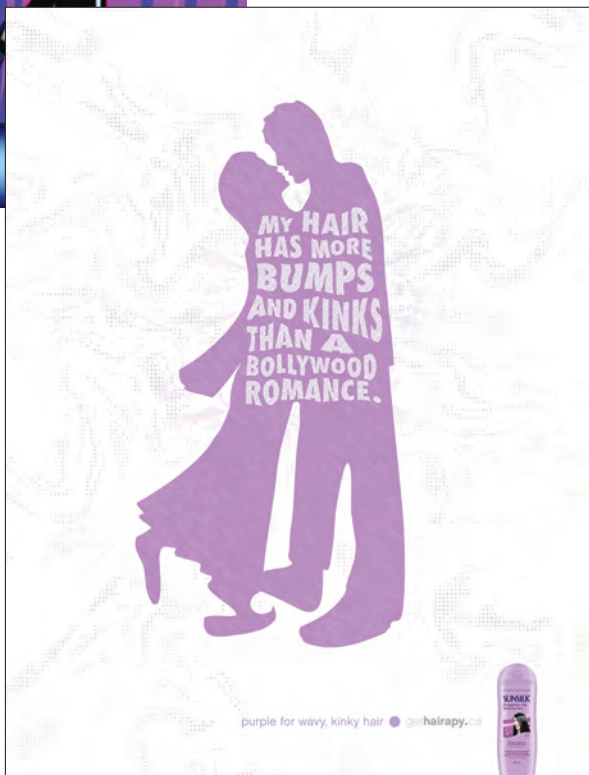
McLaughlin was also able to score a unique deal with CHUM, which offered up one of its commentators from the show *Video on Trial* for four "Hair on Trial" vignettes. "I really believe that you need to bring your consumer something of value," McLaughlin says. "I've really



Above: One of the maxi mag's cheeky coupons; right: A South Asian execution

had a phenomenal relationship with my buyer. We created this Unilever fence together that allowed me to grow my business by 14% that year," she recalls. "I had a real passion for the business...[my buyer] had a real passion for winning. And, I think he also had a lot of respect for me because of my marketing experience" [she worked on Dove and Vim before being shuffled over to sales].

McLaughlin also fired up Global to hatch some brand new opportunities. The net will be running eight one-



FIVE QUESTIONS

Favourite book

Weber's Big Book of Grilling because my husband makes great dinners from it!

Last ad that inspired you to make a purchase

Band Aids' print ads for the new Blister Packs. Loved the great black pumps, and knew the blisters would hurt.

Greatest strength

My ability to build relationships, and have a ton of fun along the way.

Most useful business book, and why

Stephen Covey's 7 Habits of Highly Effective People. The best book on goal setting and becoming your personal best.

Number one thing you look for in ad agencies

Great creative people who can see the big ideas.

challenged our media partners to add value, to not just do a brand-sell message."

McLaughlin is no stranger to ambitious Canadian activations with unique media buys. Her efforts on the launch of Dove Nutrium won the Unilever Home & Personal Care – North America brand development growth award for best 2002 activation plan, which exceeded internal expectations by 28%. What really pushed the launch over the edge was a contest by CTV for a luxurious trip to L.A. that was promoted on-air and on a special CTV microsite. It attracted 27,000 entries in the first two weeks, as well as 17,000 sample requests – the most entries and requests CTV had seen at the time.

"Jillian has superb energy, passion and enthusiasm, and it's underpinned by strong business savvy, a zeal for consumer understanding and great team leadership," notes boss Geoff Craig, Unilever's VP brand development, home and personal care. "She's managed to maintain a team effort all dedicated towards the rock star launch of [Sunsilk], which is going to be a massively successful hair care brand in Canada."

For now, all eyes will be on those anxiously awaited initial sales reports, to see if McLaughlin's "rock star launch" will help Unilever finally edge out arch-rival P&G to win hair in Canada. ■

THE MEDIA LANDSCAPE IS CHANGING, QUICKLY. BEGGARTISING, BLOGS, DOGGIE BILLBOARDS, SHEEP WEARING SWEATERS, SUBSERVIENT CHICKENS. WHAT THE HELL IS GOING ON? IF YOU DON'T KNOW, YOU'RE NOT ALONE. IF YOU DON'T FIND OUT, YOU MAY SOON BE. THE NEW "MEDIAVERSE" IS EVOLVING RAPIDLY AND THOSE EVOLVING WITH IT ARE REAPING THE REWARDS. HUGE REWARDS. MEDIA PIONEERS LIKE DOVE, BURGER KING, NIKE AND ADIDAS ARE AUGMENTING MEDIA STAPLES LIKE TV, PRINT, BILLBOARDS AND RADIO WITH NON-TRADITIONAL MEDIA TO GREAT SUCCESS. LEARN THEIR SECRETS AS MEDIA IN CANADA GATHERS THE BEST AND BRIGHTEST TO SHARE THEIR INSIGHTS ON ACHIEVING TRUE ENGAGEMENT – EVERY TIME, ACROSS ALL MEDIA. IT'S A ONCE-IN-A-LIFETIME OPPORTUNITY TO ENGAGE THE ENGAGERS. BE THERE OR BE LEFT FAR, FAR BEHIND.

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HIRES THAT MAKE YOU GO HMMM...

Erminia Johannson is CIBC's new SVP, customer marketing, retail markets. She will take charge of the bank's marketing, brand evolution and customer analysis. She was previously SVP, consumer and small business cards management and has been with the bank for 10 years.

MARKETERS

Anna Di Pede has joined **The Brick** as its VP, marketing and brand development. She comes at a time when the furniture retailer is enjoying the benefits of its

"rebranding" last January which involved rebranding some of its United Furniture stores to The Brick; the Home Show locations to The Brick Superstore; and the Sleep Better specialty mattress chain to The Brick Mattress Store. As a result, first quarter '06 profits were up about 17.1% and same store sales up 8.5%.

Di Pede was previously SVP, marketing and brand development at Prime Restaurant Group, which owns restaurant chains including Casey's and East Side Mario's.



From left: Taxi NY's Berg; Arnold's McMullen; CIM's Poncelet and Lacerte

Lauren Richards has taken over as CEO of **Starcom MediaVest Group Canada**, and is intent on furthering SMG's integration plans. "Integration is paramount for any successful company and innovation in media is definitely one of my big beliefs," says Richards. "I'm so glad we're seeing media working with the creative and account people, fully at the table as part of the team." Richards was SVP/national media director of Cossette Media for 18 years until resigning last September. She succeeds Patrick Walshe.

Bill McMullen is replacing **Ania Russocki** as the president/CEO of **Arnold Worldwide Canada**. After less than a year in the top spot, Russocki has left to pursue other interests. McMullen, who was born in Vancouver, was most recently SVP/group account director, Arnold

Worldwide, Boston, managing clients such as Volkswagen and Coors.

Taxi has hired industry vet **John Berg** to the new position of president of its NY office. Berg, a founder of Bulldog New York, was previously president of the New York offices of Euro RSCG and DDB Worldwide.

Consumer Impact Marketing, whose client list includes Starbucks, Pepsi-QTG and Kraft, has hired three former marketers to bulk up its retail division. **Karen Poncelet**, who was director customer marketing at Sobeys joins as director, new business development. **Pascale Renaud** who was category manager at Couche-Tard joins as regional manager, Eastern Canada and **René Lacerte**, who was at retailers Métro and Jean-Coutu, joins as national client manager.

AGENCIES

MOVING EAST

Boston Pizza hires Wendy Hendry to spur growth

◀ By Natalia Williams ▶

Noticed a Boston Pizza lately? If not, you will. The Richmond, B.C.-based restaurant chain plans to open 25 additional restaurants in Ontario and Atlantic Canada by year's end. Leading the charge is Wendy Hendry, the company's new director of regional marketing for Eastern Canada.

The casual dining chain, which first opened in Edmonton in 1964 and has a presence in Western Canada, already has locations in London, Pickering and Ajax, Ont. But now the company is aggressively targeting the 401 highway corridor and southern Ontario, says Hendry.

BP's distinction is its two-in-one environment: each location has an enclosed area dedicated to the 19- to 30-year-old sports lover, with big-screen TVs and sports memorabilia; and a more family oriented section, targeted to 25-40s.

The marketing effort will be twofold. First, local is key. "Our real goal is to get actively involved in the local community." And to build awareness nationally, a



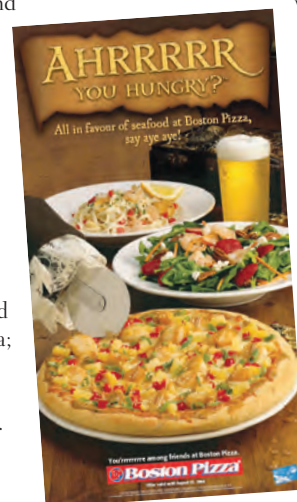
new year-long campaign, which includes four TV spots, six radio spots and print work created by DDB Canada was launched in June. Last month, PHD

was signed on as its media agency. A move, says Hendry, that will help bolster the brand's presence in Ontario.

Before joining Boston Pizza, Hendry spent nine years at Prime Restaurants Group working on the East Side Mario's brand. While its marketing manager, the chain's locations jumped to 110 from 30 stores.

Boston Pizza International has more than 235 restaurants in

Canada, with annual sales in excess of \$550 million. ■



Boston Pizza beefs up its marketing in Ontario



Miriam Freibauer
Senior Marketing Strategist

Davis is pleased to announce **Miriam Freibauer** in the role of **Senior Marketing Strategist**. Miriam's expertise complements Davis's abilities in building brand equity for clients across North America.

Miriam's marketing and brand building expertise was gained working at tier one companies including: H.J. Heinz, Effem, CIBC and as a strategic

consultant at Futurebrand and its predecessor, Dollery Rudman Freibauer. Miriam has consulted across many industries including: retail, apparel, CPG, appliances and not-for-profit.

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NATIONAL ADVERTISING BENEVOLENT SOCIETY

SOLD FOR PARTS

◀ By Annette Bourdeau ▶

These days, you can buy *almost* anything. But the latest campaign for the Workers' Compensation Board of Nova Scotia, by Dartmouth agency Extreme Group, plays up that nothing can replace the real thing when it comes to the human body. It features images of human limbs on display in stores, with the tag, "You can't buy a new pair."

All efforts drive the youth target to www.notworthit.ca, a creepy microsite where they navigate through a virtual clothing store and "browse" various body parts. When they hover over each part, they get stats about limb injuries. In a month, 1,900 visitors read about a woman who lost her leg in a workplace accident, and 1,450 had downloaded the PDF on safe lifting. Extreme created faux price tags with phrases like: "We've got a leg to go with those jeans," to be distributed at youth events across Nova Scotia. The street teams initially weren't allowed in schools, but once educators saw the campaign, they got an invite. About 15,000 tags have been handed out with another 15,000 planned for September. Meanwhile, Vancouver's Wasserman + Partners has just adapted the campaign to run out west for WorkSafe BC. We asked Rick Davis, creative partner at Toronto-based Gilbert + Davis; Donna McCarthy, partner/ CD at St. John's, Nfld.-based Dory Advertising and Mitch Joel, president of Montreal-based agency Twist Image and, to weigh in on whether this campaign was worth going out on a limb for.

CONCEPT

RD: I like the concept. It's not predictably full of doom, gloom and dire warnings. There's a matter-of-factness to it that the target group appreciates. "You can't buy a new pair." No kidding.

DM: I wonder if the concept is a bit too lighthearted. Dressing [the message] up and making it entertaining makes it more palatable, but I doubt it has the same impact as the truth.

MJ: Based on the types of video games that the intended target market plays, I think the campaign could have had a harder edge. (This could be because I'm from Quebec where almost anything goes). 50 Cent videos are more daunting.

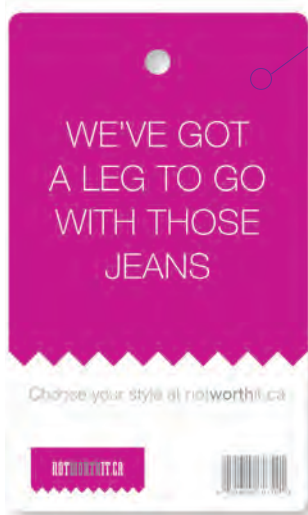


WEBSITE

RD: This is a nice, simple site. It doesn't try to do or say too much. This must have driven the WCB bureaucrats crazy. The "Actual Injury Descriptions" give it just the right amount of heft to let the visitor know that workplace injuries are for real.

DM: It's a nice site but I just don't feel the campaign is going to get kids interested in workplace safety. I hope I'm wrong.

MJ: I think the message got buried in the Flash of it all. The site is very much a click-and-surf, instead of an opportunity to begin a true conversation.



TAGS/FIELD EFFORTS

RD: This is the best idea within the campaign. I love the thought of street teams stealthily going around town slipping these things onto the merchandise at Mark's Work Warehouse. Strong headlines. Right tone.

DM: I like the street teams. Feels right for the target.

MJ: I like the tags. A true teaser. Well done. I could actually see kids keeping these tags tied to their schoolbags, etc...

PRINT

RD: I prefer the "Arm" ad. I find it visually more intriguing, and a little more unusual. I think I've seen that foot before in my doctor's office. Never with a pair of pumps, though.

DM: If the print ads are intended to get kids to go to the site, they might work. But, as for: "You can't buy a new one," the body parts look like prosthetic body parts, so it looks like you *can* buy a new one.

MJ: It's missing the blood and guts of it all. I feel like the limbs are just pieces of mannequins. The curious factor that would drive me to the website was not pushed hard enough. Teens live in their own world. They think they're bullet proof.

The creds:

Client— Workers' Compensation Board of NS: Steve MacDonald, manager, marketing and communications; Shelly Rowan, VP, marketing and communications

Ad agency — Extreme Group:

Shawn King, CD; Cliff Thompson, ACD; Cliff Thompson, Steve MacDonald, Bruce Whelan, copywriters; Cliff Thompson, Anthony Taaffe, James Rothenberg, ADs; Sara Newman, Andrew Doyle, client services

Interactive:

Allan Kennedy, AD & Flash developer; Brad MacPhee, programmer; Jon Burke, Darren Hubley, Philippe Deginer, Crystal Oicle, designers

OUTSTANDING NEW CAMPAIGNS

◀ By Annette Bourdeau ▶



client: **Paulo Branco, owner, Gogo Lounge**
strategic planning: **Benoît Chapellier**
CD: **Gaëtan Namouric**
creative team: **Sébastien Deland, Pierre Nolin**
photographer: **Alain Desjean**
production co-ordinator: **Lisa Arduini**
retouching: **Claude Lafrance**

NO SMOKING

Who needs smoking when there are so many other fun ways to use your mouth?

A recent print ad for Montreal club Gogo Lounge depicts a few of those fun things, with attractive young urbanites engaging in various salacious activities in the club, with the tag: "Oh well, so much for smoking..."

Paulo Branco, the club's owner, was in a panic about the anti-smoking bylaw set to take effect in the city at the end of May, as most of his chic clientele is prone to puff. Members of the bleublancrouge creative team, including CD Gaëtan Namouric, ran into Branco one evening while hanging out at the club. When they mentioned they work in advertising, Branco shared his concerns.

"He said: 'You know, guys, I have a big problem – what am I supposed to do? I'm going to lose all of my customers,'" Namouric recalls. The team offered to help him, and the resulting print ad has helped Branco retain all of his customers post-bylaw. "We decided to go as far as we could."

The racy ad ran in Montreal alt weeklies like *Voir*, and as a poster effort inside the club. Many of the posters have mysteriously disappeared.

BICK'S GETS SPACEY

Oh, poor pickles. Held in captivity until they succumb to your selfish cravings.

The first in a series of three new 30-second spots for Bick's depicts an "intercepted transmission" of a fridge-based alien documentarian exposing the cruel way humans treat pickles. Quite the out-of-the-box concept for a mom-targeted condiment brand, yet nicely in line with Bick's "fun" brand identity.

"The notion is so absurd," says Janet Kestin, co-CD at Ogilvy & Mather. "The clients loved it. They laughed from the first script through to the last edit tweak."

Each spot features the animated alien and people eating pickles. "Bick's' briefs invariably involve the word 'crunch.'"

In this case, it was about crunch and craving," explains Kestin.

The campaign also includes two radio spots featuring the affable alien.



client: **Danielle Rudra, group marketing manager; Leslie Gage, director of marketing, Smucker Foods of Canada**
CDs: **Janet Kestin, Nancy Vonk**
copywriter: **Miles Markovic**
AD: **Nick Burton**

account director: **Jody Low-A-Chee**
agency producer: **Brenda Surminski**
prodco: **Reginald Pike**
director: **Mark Gilbert**
DOP: **Andre Pienaar**
executive producer: **Josefina Nadurata**
producer: **Tuula Hopp**

animation: **Hatch Studios**
director of animation: **Rich Rosenman**
executive producer, animation: **Randi Yaffa**
editor: **Brian Wells, School Editing**
sound: **Pirate**

TOUCHY SUBJECT

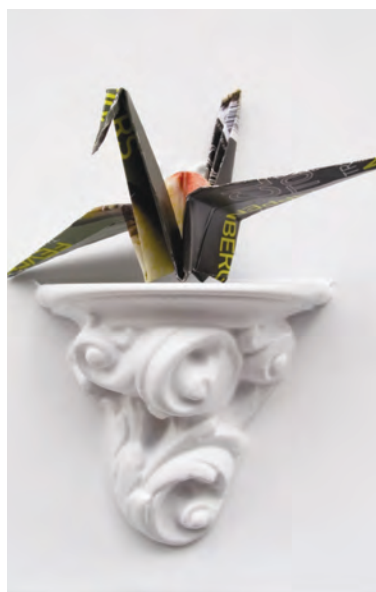
Go ahead, touch it. You know you want to.

Wild postings featuring a breast, stove element and face have been scattered around Vancouver, silently daring people to touch them. They aim to raise awareness about the June launch of the Vancouver Sculpture Biennale, an international art show that erects public art sculptures around the city.

"This is a celebration of tactility," explains Michael Milardo, copywriter at Vancouver-based Rethink. "We were trying to figure out what was 3D and interactive, so it became a question of which medium to use." After determining that wild postings would best meet those needs, the creative team decided to up the interactivity ante by putting up empty shelves around the postings to create a community art project of sorts.

"This was the public component...people put up pop bottles, origami," says Milardo, recalling that when he went to replace one of the stolen shelves two days after it was first put up, a family was there waiting for the new shelf so their little girl could display a clothespin bumblebee she made for it. "A couple of them got tagged, and it looked great."

Rethink printed 1,000 vacuum-formed posters in total, which they'll keep putting up until all have been stolen/removed. "We numbered each poster so that each one is unique," notes Milardo.



client: **Barrie Mowatt, executive director, Vancouver Sculpture Biennale**

CDs: **Chris Staples, Ian Grais**

copywriter: **Michael Milardo**

AD: **Bart Batchelor**

account services: **Elizabeth Graham**

print producer: **Dale Vankoughnett**

more hot spots

NESTEA GETS SUBLIMINAL

Talk about integration. The latest TV spot for Nestea incorporates a "hidden URL," www.plungeandplay.com, where alert viewers can continue the commercial at home and control the main character's underwater "plunge" adventure, fighting to keep him hydrated with Nestea. Within the first few weeks, the site had already received 100,000 hits.

"It ended up creating an enormous amount of buzz in the blogosphere and driving tons of traffic to the game," notes Wallace Leung, brand manager, Coca-Cola Canada/Nestea. "We had people going back and re-watching our commercial and



then talking about it online. It went way beyond spending 30 seconds with the brand."

The 30-second TV spot features a dude trying to stay cool by using a tennis-ball machine to shoot snowballs at him. He, of course, doesn't achieve refreshment until he drinks a Nestea, at which point he "plunges" into Nestea's now familiar spontaneously materializing pool.

client: **Wallace Leung, brand manager, Coca-Cola Canada/Nestea**

CDs: **Christina Yu/Geoffrey Roche**

copywriter: **Rob Sturch**

AD: **Basil Cowieson**

agency planner: **Kristin Burnham**

agency producer: **Melanie Lambertsen**

account team: **Marla Reinstein, Sam Pollock**

connections planner: **Joy Sanguedolce**

prodco: **Untitled**

director: **Michael Downing**

editor: **Alison Gordon, Relish**

interactive design agency: **Indusblue, Toronto**

interactive CD: **Dayton Pereira**

You are cordially invited to submit your new, dead clever and previously unrevealed campaigns to: editorial director Mary Maddever at mmaddever@brunico.com and CD Stephen Stanley at sstanley@brunico.com, co-curators of *strategy's* Creative space.

Rising Young Media Stars

In his recent book *Erase Everything and Start Over!*, Pierre Delagrave, president of Cossette Media, and vice-chairman of the new global independent media services company Columbus Media International (see page 62), stated that the revolution we've experienced so far in the introduction of new media and technologies is only the first wave. Wireless Internet is second and will soon be part of daily life. To fully deal with this, he says both clients and agencies should have early adopters on staff. Media shops are already on it, staffing up with an exceptional calibre of innovative and strategic young people, so *strategy* asked media directors to identify some of their rising young stars, and here's their take on the mediaverse.

◀ By Patti Summerfield ▶

Lisa Correia, account manager, ZenithOptimedia Toronto

Claim to fame: In addition to CIBC and W Network, Correia works on specific divisions of Nestlé Canada, including confectionery, infant nutrition and the Nestlé CARNATION Breakfast Anytime brand. Recently she was part of the team tasked to make the KIT KAT brand synonymous with an uplifting break. The result was "The KIT KAT Break," a CanWest-produced animated 15-second unit featuring a branded clock built out of the bar itself, which bracketed top programming such as the Superbowl and *Survivor* in concert with the brand-sell creative.

Background: ZenithOptimedia is the third agency for Correia since entering the media business nine years ago. "Ever since *Who's The Boss* was on TV I knew I was going into advertising. Media really appealed to me because of the strategic work. It's something I've always wanted to be involved in."

What should everyone be aware of?

"If you don't have a PVR, get one. It poses a threat to advertisers so we need to fully understand the technology when looking for solutions or strategies."

What campaign brilliantly connected?

"The Dove 'Campaign for Real Beauty' built on a strong consumer insight that the



KIT KAT hits the Superbowl

average female hates being compared to beauty stereotypes. That really struck a chord with consumers."

What would you love to build into a plan?

"Seeding is a great opportunity to get the product into the hands of 'evangelists' who will recommend it. One of the reasons a lot of

advertisers probably haven't gone for it is they're unsure how this is going to impact sales. So measurement is definitely key."

Which brand, other than your own clients, would you most want to work on?

"I would really love to work on a small client with a growing product because I think it would be very rewarding to be part of its success. COLD-FX comes to mind."

What would you do for COLD-FX?

"An online campaign with search engine marketing, because people with colds are always searching for ways to get rid of them. It's a great place to be, where people are searching for information. Also product seeding. Endorsements and recommendations are very influential."

Are opportunities being missed due to caution?

"Definitely – particularly with new media. Many advertisers tend to stick to what has worked in the past. They need to embrace online and digital. I think it's our job as media professionals to minimize the risk and convince them that it's the right decision."

Is a radical media rethink required?

"We have to rethink media strategies. We can't just look to TV anymore. Our plans should encompass in-store, recommendations, flyers. Even within TV we need to rethink our strategy, such as incorporating product integration to help with PVR penetration."

What common industry belief would you love to whack?

"We have to think beyond GRPs because there are a lot of opportunities we should be considering that you can't measure that way. We have to start thinking more of how can I engage consumers."

Kevin Hung, SMG IP manager, Starcom Worldwide, Toronto



Claim to fame: Hung recently made his mark with two campaigns, one being the worldwide launch of the Visa Olympic Game themed around Torino 2006. Canada was number one globally with consumer participation, more than 61% higher than any other country. Canada also had the highest number of games played and highest amount of time spent with the game.

And his online campaign for

LEGO Canada's Bionicle brand on YTV.com not only generated buzz and upped the cool quotient of the action figures with tweens, sales were up 186% at Toys R Us during the campaign's run.

Background: With a University of Toronto degree in economics and political science and a minor in computer programming, Kevin worked in finance before combining his statistics-oriented education and his long-time love of all things geeky in his dream job – at Starcom.

What new gizmo should everyone be aware of?

"iTunes. It's revolutionizing the way music is now [perceived] by consumers – and not only music now that there's video streaming. [Marketers] have to start harnessing that power."

Who is getting it right?

"I would say the Nike iD campaign in New York. They combined retail with a digital out-of-home position in Times Square and mobile phones. They synchronized phones with the digital board so that you could customize your shoe by the touch of your phone. You'd program it onscreen and send your shoe, with all the customization, to your mobile phone. You could then walk to the Nike store down the street, show them the shoe and get them to order it for you – and there was a discount as well. That is a very innovative way to incorporate an integrated media program to speak to the right consumer at the right time."

What would you love to build into a plan?

"Broadband video streaming – and the reason no one will go for it or hasn't as aggressively, is the talent rights and production costs required to do it separately from standard 30-second TV spots."

Which brand, other than your own clients, would you most want to work on?

"Unilever. I do believe they are one of the leaders in pushing within a digital realm but I don't believe they've truly harnessed it."

Is a radical media rethink required?

"No. What it's about is being able to harness and appropriately manage your media mix. That hasn't changed. There are more touchpoints but at the end of the day, it's still about being in the right place at the right time for the right price."



LEGO campaign helped up sales by 186% at Toys R Us



Caroline Moul, digital media strategist PHD IQ, Toronto

Claim to fame: The Honda Canada campaign featuring the Honda Fit driving across the Yahoo! homepage. When the trunk of the car opened, all of the items from the menu bar popped out and went to their usual spot on the page. It was designed along the strategy of

"How does the Fit fit you?" showing how all the things that happen in your life fit into the Fit.

Background: Moul took the advertising program at Sheraton College in Toronto and started at PHD four years ago where one of her first duties was online optimization for the Intel campaign. Last year about 90% of her time was devoted to working on online campaigns – for about half of PHD's clients. In January, the agency officially formed a specific unit for online and interactive strategies.

What would you love to build into a plan?

"If you're launching something, I would love to do a complete domination.

Not only take over Yahoo! but to do it across the board for a specific demo. For a female demo, anywhere a woman would go, they would see the message."

What opportunities are being missed?

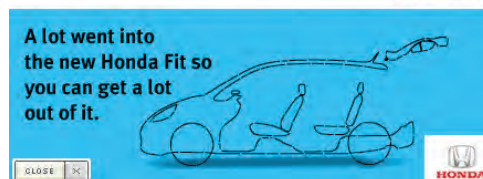
"While clients are interested in click-through rates, they're not doing the back-end metrics with all the other research you can get from tracking how your ads are performing once people get to your site. With online we've got an opportunity to really connect with consumers, to customize messages to a site to make it more relevant so that when a consumer sees it, it becomes part of the content. That often isn't taken into consideration from a creative standpoint."

Is a radical media rethink required?

"Yes. The consumer has evolved in their media consumption and it's now time for advertisers to catch up; otherwise they're going to miss the opportunity to stay connected to the consumer in their day-to-day life. With the advertiser being too cautious to try new things in a more mainstream way, such as SMS, we limit ourselves."

What common industry belief would you love to whack?

"Advertisers are missing – because they're so gung ho about reaching the youth market and the 18-to-49 crowd – anything above that. Even online we have a hard time reaching [the older demo] because there are not a lot of properties for them. It's like the advertiser never evolved when the boomers did. I think they're missing out on a huge opportunity."



Moul's Honda idea was a perfect Fit for the Web

Jeff Phaneuf, supervisor, broadcast investments, ZenithOptimedia Toronto



Claim to fame: The Kia Canada product placement/integration in *The Tournament* on CBC.

Background: Phaneuf received an honours degree in communications studies from Brock University and did his third year, a practicum in advertising and PR, on exchange in Glasgow. He entered the industry in 2001, and has been with ZenithOptimedia since 2004 working on Kia Canada, Corby Distilleries, and the XM Canada satellite radio businesses.

Who is getting it right? “The Capital One ‘Hands in My Pocket’ campaign. Everyone knows the song

and it’s so catchy. What’s more important is that people remember it is for Capital One. Awareness is the first step.”

Are opportunities being missed due to caution?

“Yes, and frequently. Advertising budgets are sacred and we need to be wary of our investments, but there are a lot of new, exciting, and untested opportunities out there. Because we rely so heavily on metrics, cost per points, and the constant craving for historical data to back up our choices, I think we may be missing the breakthrough idea that could catapult an advertiser to the next level. It would be beneficial for advertisers to do more risk taking. Something that I’ve really taken to heart is to go with your gut feeling on things and run with it, make it work.”

Is a radical media rethink required?

“What is at stake is the makeup of the traditional media plan. I think more targeted strategies are going to become part of those plans. It’s a good time to be a grassroots marketing guy or a specialty TV rep. We’re going through a period right now where there needs to be a lot more ‘think’ behind the plan.”

What common industry belief would you love to whack?

“I think there needs to be a flexibility to understand that the GRP is not necessarily the holy grail if there is another opportunity out there that makes sense. I think most advertisers recognize that but there’s still that comfort zone to stay with the GRP.”



Phaneuf placed Kia in *The Tournament*

Jamie Tomlinson, strategist, senior investment, MediaVest, Toronto

Claim to fame: Tomlinson takes a special interest in content creation and the third screen, co-piloting a number of multi-platform projects (both in-show and long format) in English and French. These include *Qu’est-ce qui mijote*, a Kraft Canada-produced cooking program on TQS, and an in-show segment in *2 filles le matin* on TVA. **Background:** When Tomlinson graduated from the Humber College advertising and media sales two-year program, he started as a buyer. Now he has multiple clients and is working as both planner and buyer.

What new media should everyone check out?

“They should just experience things as a consumer, such as branded content creation. At counterfeitmini.com, they set up a website for fictional counterfeit Minis, where people send in pictures of Mini fakes. You watch clips they produced to show the Minis in action. It’s really comedic, interactive with a viral element.”

Who is getting it right?

“Mini Cooper. They’ve done a lot of alternative ads on the



Tomlinson spread *Qu’est-ce qui mijote* across varied platforms

Internet. Even if I don’t buy a Mini, I’m going to forward it on to potential purchasers.”

What would you love to build into a plan?

“Right now I’m looking to do some ad-supported video-on-demand. The challenge is always to balance the two forces between traditional reach and innovative ideas. It’s always a tough sell when there’s nothing really proven.”

Which brand, other

than your own clients, would you most want to work on?

“Once again, I think Mini because they have the vision to take the road less traveled and it’s often beneficial to the brand.”

What would you do for them?

“Using the short film clips already produced, it would be neat to get them on demand whether it be through Rogers On-Demand TV or a sponsored free iTunes download that you could download to your PC, Mac, or iPod, or even smaller clips through a wireless provider to cellphones. Something to make all the media work as one.”

What common industry belief would you love to whack?

“That such a high percentage of ad dollars should be spent on the 30-second spot when there are more innovative and meaningful approaches.”

mobile MARKETING

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MOBILE-ACTIVATED MEDIA BUYING

Radio, TV, print and other push media can benefit by including a pull trigger in the buy. Mobile can act as an active bridge to drive sales, CRM data collection and viral value. Better yet, it can be measured and costed on a cost-per-acquisition basis.

broadcasting: **LEADING THE PACK**

In the spring of 2004, Fox's American Idol wowed the world with its enterprising invitation to AT&T subscribers to vote on their favourite singers by texting. More than 7,000,000 text messages later, skeptics and early adopters alike realized how powerful a marketing tool the cellphone could be.

This wasn't news to Maria Hale, vice president of content business development at CHUM Ltd., which was recently acquired by Bell Globemedia. The Canadian media giant has been pushing the mobile envelope a whole lot further. "We tend to be very youth-focused, and youth is very aggressive in this mobile space," she says.

Last year, the company launched PunchMuch, the country's first fully automated, all-request music video station, with content that, for part of the day, is driven solely by viewer vote via text messaging (short message service or SMS). This fall, the broadcaster will introduce Ice Planet, a TV show that comes with its own stand-alone mobile-specific game. "Our viewers like interacting," says Hale. "It's not just a passive experience for them such as watching a linear channel."

CHUM has virtually exploded with novel initiatives integrating the mobile platform. For starters, it acts as a successful cross-carrier storefront, selling ringtones, mobile games and images. It also produces

12 mobile-specific, three-minute video extensions of popular broadcast brands like Fashion Television and offers viewers countless opportunities to interact, often via text voting, with regular programming such as VJ Search. As well, content downloads tied to shows, such as exclusive music videos or secret reality show confessionals, are also available.

Media vendors, says Hale, want to "stay ahead of the curve" with options that include everything from sponsoring entire mobile episodes to branding on-air voting results. VJ Search sponsor Procter & Gamble was pleased with the multi-platform approach taken with the show, she says. "As far as extending the VJ Search brand, we were everywhere that those kids were. Getting onto the mobile phone and into their pockets, was just the final leg."

While targeting the multi-tasking youth market makes mobile an indispensable tool, it's proving just as valuable for other broadcasters aiming their message at older demographics. This includes the Global Television Network. The station has been integrating a mobile component into many of its reality shows, including The Apprentice and the recently concluded first season of From the Ground Up starring decorating diva Debbie Travis and 12 home-building protégés. Viewers were invited to text in their votes for the most deserving candidate for the show's top \$250,000 prize.

“SMS has created a whole alternative method of entry for all media audiences,” says Greg Treffry, vice president business development and specialty television at CanWest Global MediaWorks Inc, which owns Global. “Traditionally, the method of entry has been through mail, or land line or the Internet. The introduction of SMS contest entry makes the experience immediate.”

Texting to screen is another way audiences can participate. With *The Apprentice*, Global positioned graphical overlay on top of the existing broadcast to show immediate results of viewers’ votes on who should be fired. “It changes as individual viewers send in their vote,” explains Treffry. “This allows users to interact in real-time with events taking place within a broadcast.” Wrigley sponsored the campaign with onscreen branding. Voters, who paid a premium rate of 50 cents to text in their choice, were automatically entered into a draw to win a trip for four to watch the following season’s finale of *The Apprentice* in Los Angeles.

Global has also introduced video programming, such as a condensed version of its Global National News, for downloading or streaming onto viewers’ mobile phones. The broadcaster is now looking at additional video concepts to roll out next year that would include advertiser branding.

It’s Pavlovian: When you see media, you want to click and change it. Thus, mobile consumers want to use their phones as a “mobile mouse” to click and activate traditional push media. Mobile gives the consumer channel control.

- Gary Schwartz, *Impact Mobile*

radio: **COMING ON BOARD**

While radio has been a bit slower than television to embrace mobile as a complementary marketing tool, that’s about to change. Just this past June, CBS Radio and Vibes Media in the U.S. announced a mobile marketing partnership that’s being touted as the largest text messaging deal ever in broadcast radio. The agreement gives 25 CBS radio stations the chance to utilize text in communicating with listeners, be it for

promotions, contests, informational updates, special quizzes or votes.

Canada is not far behind, and many stations here are also eyeing mobile opportunities, to both boost interaction with listeners and add incremental dollars to campaigns run for marketing clients. “Mobile messaging and radio is definitely something that will happen,” comments Rob Braide, general manager of Standard Radio’s three Montreal stations CJAD, CHOM FM and Mix 96. “There are companies out there right now who are making proposals to radio stations with some very good ideas. There are all sorts of things that you can do in terms of text messaging with your audience.”

Connecting the radio and the cellphone – two very mobile tools – is a mutually beneficial arrangement, according to various experts. For starters, text allows radio listeners to communicate with the station far more effectively, wherever they happen to be when they’re listening. The contests can be run in a text-messaging format, for instance, with a sponsored prize awarded to the hundredth person texting in a specified word. For advertisers, any outgoing one-to-one text message to listeners can be tagged with a “powered by” note.



Marketers are realizing how powerful a marketing tool the cellphone can be.



Above: Nelly Furtado

Right: House of Blues has been using mobile for over two years to drive audience participation.

A radio station can have instantaneous contact with its audience with flash traffic updates, download offers on ringtones, and research queries. It can also become a content distribution channel, finally sharing in the lucrative pie of the booming ringtone and wallpaper market. In 2005 alone, global ringtone sales generated US\$4.4 billion in sales, according to Billboard.

music: INTERACTING WITH CONCERT GOERS_

House of Blues, Canada's largest concert promoter, has seen firsthand how mobile can boost a company's interaction with its target market. For more than two years now, the concert promoter, its sponsors and the bands it promotes – ranging from Elton John to the Arctic Monkeys – have been actively using mobile at concert venues across Canada.

"If you're at a Bon Jovi concert, for example, a message comes up on screen with a short code that you can enter to win a chance to dance with Bon Jovi on stage or to meet him back stage," explains Libby Biason, House of Blues' national director of corporate partnerships. "Other artists have a text-to-screen to pick their final song or encore performance. They end up using messaging to create more of an interactive experience with the actual audience."

These on-screen messages can be sponsor-driven, with a branded message, or they can stand alone, depending on an artist's choice.

Increasingly, however, sponsors themselves are initiating and integrating this type of marketing into their multi-platform campaigns, selecting musical acts that fit their brand image.

Other promotions involving sponsors include a text-to-screen event that House of Blues ran for Chevrolet, where concert-goers could text in their vote for a "Hot or Not" contest featuring the company's snazzy retro-look station wagon, the Chevrolet HHR. Results were delivered onscreen in real time for about 20 minutes before the show. Fans can also take part in carrier-driven text-to-win campaigns.

In all cases, concert attendees who would otherwise have little to do in the pre-show period are actively engaged in brand interaction and are even involved in driving content. "Mobile promotions have an element of involvement," says Biason. "The fans feel that with their mobile phone, they can participate with the show itself. On the marketer side, it's a great opportunity to get people involved in something they may not have otherwise participated in. People are looking for things to do."

print: CALL TO ACTION_

For vendors out there wondering how best to integrate mobile into their print campaigns for the broadest mass market penetration, DY Marketing Inc. may have the answer. In partnership with various media

players, the Canadian marketer has launched a special page dedicated to mobile in magazines and newspapers across the country. Called Mobile on Demand, the page promotes companies' mobile contests and campaigns, as well as the sale of content downloads such as true tones or games.

"Mobile on Demand is the destination within media where consumers know where to find mobile content, contests and anything mobile. We're creating a directory for mobile initiatives in a newspaper or magazine," explains DY Marketing president Dan Reitzik. "The best way to do mobile is to reach as large an audience as possible. If I'm an advertiser and I want to promote a text messaging initiative or contest, I need to buy media space to promote that particular contest."

By the end of June, the Mobile on Demand page was already appearing in 26 different publications country-wide, including The Calgary Herald and The Montreal Gazette. As cellphone usage expands, says Reitzik, it could turn into an entire section within newspapers – much like an automotive or entertainment section.

Fifty percent of the page is dedicated to the sale of mobile content, while the other half is sold to brands looking to place a call to action for their mobile campaigns. "The whole point is that we are creating a dual destination where the consumer knows where to look for this kind of stuff, and brands and agencies know where they can advertise," says Reitzik.

A number of companies have already profiled their mobile promotions on the page since it was first launched about 16 months ago. This includes Glentel, Jean Machine and DreamWorks, which advertised a mobile movie contest that generated 3,200 text entries. In another case, the popular Vancouver tabloid The Province worked with local GM dealership Duek on Marine on a "Hummer of a Summer" promotion. The paper's Mobile on Demand page informed readers how to text in to enter a draw for a one-year lease on a new H3 Hummer.

The mobile page concept also generates additional advertising revenue for publications and can bring them new readers, probably from a younger demographic. As publications start developing and delivering content, they can learn more about readers based on their purchasing patterns.

The opportunities for audience engagement, agrees Jamie Pitblado, vice president of promotions and community investment at The Province, go far beyond just contesting. Mobile marketing can also eventually generate news tips from readers or commentary on published stories. "We are just

dipping our toe in the water in terms of identifying where we want to take mobile next," he says.

Overall, continues Pitblado, the mobile platform provides the paper with a better interactive vehicle to talk to readers. "It's opening up a new way to communicate. We're able to communicate with them through messaging. And we can encourage them to go back to the newspaper to enter more contests or to see if they are winners."

field marketing: ON THE GROUND

In today's increasingly fragmented market, integrating new media models into the traditional print, television

and radio mix is essential. Many companies are turning to field marketing as a supplement, especially when the message can be further personalized by including mobile in an on-site campaign.

"Many companies are starting to choose field marketing and mobile marketing as another way to connect with the consumer to create an instant message with him or her," says Aidan Tracey, president of Mosaic Field Marketing, which has done on-site campaigns for Procter & Gamble, Labatt and Coca-Cola. The campaigns regularly last six to eight days, covering venues like shopping malls and rock concerts across Canada. Mosaic also manages "mobile experience vehicles," such as the Labatt Blue Cube, an 18-wheeler that goes to major events and festivals in Quebec.

The media-saturated pop culture world we live in, Tracey explains, is full of empowered consumers asking "what's in it for me?" Traditional advertising messages don't always deliver the goods with the same punch and rarely deliver the kind of consumer-generated

content younger markets crave.

By adding mobile to its experiential promotions – for well over a year now – Mosaic both engages target consumers in one-to-one communication and lets them play an active role via their cellphones. For one client, the company engaged the audience in an on-site 60-second interaction, with a text-to-win contest, to teach them about the brand being promoted. After filling them in on the product's features, plasma screens surrounding the site showed a word participants were asked to text back to confirm that they had heard the message. Real-time winners were then selected to get a prize. "The most successful mobile phone programs are integrated into a broader campaign," explains Tracey. "That's when mobile marketing is most effective."

It's only a matter of time, he adds, until Canada catches up with the rest of the world, predominantly Europe and Asia, in using mobile



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¹ Network dependent feature, not available in all areas. Airtime, data charges, and/or additional charges may apply. Wireless email functionality requires an email account with wireless server capabilities.

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Hershey's "Rip the Wrap" promotion invites consumer interaction



Dell™ 37" LCD HDTV
Key Features
 The Dell™ W3201C 32" LCD HDTV delivers a wide aspect, high-definition resolution giving you life-like picture quality at an incredible price. It's a slim TV that allows you to enjoy HD content, DVD video or gaming. With a slim 8.21" depth - only 4.49" when the stand is removed - the W3201C is able to deliver a luxurious 27" X 15" viewing area to fill a bedroom or living room with vivid color.
 The W3201C also provides the option to connect to a PC to view pictures, or surf the web. [Click here to learn more.](#)

Dell™ Photo All-In-One Printer 810
All-In-One Convenience! Print, scan and copy on the Dell All-In-One Printer 810. The 48-bit flatbed scanner scans documents and photos with great accuracy and vivid color. The tri-color single cartridge design is quick and easy to replace. It's the perfect match for your Dell PC. [Click here to learn more.](#)

Dell™ Ditty MP3 Player
 The new Dell DJ™ Ditty is Slim and Trim at 1.29 ounces - light enough for heavy workouts or runs. yet plays about

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devices across the board to leverage traditional push services. Cost barriers have come down, while technological challenges, including compatibility, are being handled by a skilled and growing team of aggregators specializing in the field.

"The mobile phone is clearly going to be the centre of communication," says Tracey. "In five years from now, the mobile phone will be your primary conduit to instant messaging, your primary way to browse a web page, and probably your primary way to interact with promotions. The mobile world is going to explode."

online: **LEVERAGING MOBILE**

When online entered the media marketplace, many hailed it as the latest and greatest in allowing companies to interact with consumers on a whole new level. Now, with the advent of mobile, the bar has been raised even higher.

Leveraging the two media, say experts, is the best bet of all.

"They both help with engagement and response and therefore it makes sense to have a strategy that incorporates both," says Steve Irvine, CEO

"The media-saturated pop culture world we live in, is full of empowered consumers asking 'what's in it for me?'"

- Aidan Tracey, Mosaic Field Marketing

of 80/20 Solutions, a leader in online and mobile marketing automation. "Online is more effective when somebody is in their house, at school or in a static spot, and mobile makes a lot more sense when you're on the road or in a mall, at an event or on the go."

80/20 Solutions is one of a growing number of companies helping media vendors integrate the two. Its Marketing Control Center – software that can be accessed online in one dashboard – allows companies to control their campaigns in an "all-in-one" interface and on an on-going basis. They can also manage their interactive campaigns through one vendor only, rather than working through various companies.

This summer, 80/20 Solutions is helping Hershey's launch a massive Canada-wide Hershey's "Rip The Wrap" promotion. The PIN-based marketing effort entices customers to rip the wrapper off a Hershey's

product to uncover the PIN number underneath, which they can send in, via text-message or online, to enter a prize-an-hour draw for a Dell electronics product. "It all goes back to choice for consumers," says Irvine. "It's building this consumer-centric marketing program where consumers are leading the interaction, as opposed to the brand doing so."

With a supplemental opt-in program, data on users'

likes and dislikes can be gathered to send relevant brand-focused information to them at a later date. "It's all about extending the conversation," Irvine explains.

Sundance Media Inc., a Canadian web metrics expert, is another company integrating mobile into online campaigns. “At least three-quarters of the companies engaging in online campaigns could probably use a mobile campaign as part of that,” states Steven Goldhar, Sundance Media’s president.

Sundance sets up campaigns for companies, measuring performance between various forms of media as well as the end-to-end effectiveness of a brand’s consumer reach. There is a lot of information a client can obtain with mobile that is not available online, says Goldhar. The ability to distinguish where a message was sent from, simply by inviting users to text in different keywords from billboards in different locations, provides

“At least three-quarters of the companies engaging in online campaigns could probably use a mobile campaign as part of that.”

- Steven Goldhar, *Sundance Media*

data that marketers can use to deliver relevant content, translating into better results.

sports: **PART OF THE BRAND**

Like online, the mobile platform allows vendors to interact with consumers to unprecedented levels. Unlike online, the cellphone can take this interaction for a long walk, allowing customers and brands to interact just about anywhere. For sports fans, this provides a great opportunity to tighten their already symbiotic relationship with their home teams.

Maple Leaf Sports and Entertainment Ltd., which owns the NHL’s Toronto Maple Leafs, the NBA’s Toronto Raptors and the Air Canada Centre, is actively using mobile to enrich this fan-team relationship. “Engaging fans and giving them fun ways to engage with the brand and with the product are important strategies for us,” says Beth Robertson, vice president of marketing for Maple Leaf Sports. “It’s about consuming the Raptors, for example, in different ways. We want to make it an interactive experience and open to

all our fans. They love to be active versus passive, and they like to feel they are part of the product and part of the brand.”

Integrating the mobile channel into other platforms allows Maple Leaf Sports to do this. In its biggest promotion to date – the Raptors Ultimate Fan Contest – a multi-platform strategy was used to get fans to join in a contest to choose the team’s most fervent fan. Promoted on-air and on-line, fans had the chance to enter themselves as the ultimate fan either by email or via text message. Maple Leaf Sports culled the entries down to four finalists,



► Photo: CANADA'S NEXT TOP MODEL



each of whom had a 15- or 30-second clip on the company's website touting themselves as the Ultimate Fan.

During a designated game and in real-time, fans could vote for one of the four finalists by text-messaging, either in-venue or from home. "We posted the results on our video board on-site and also on the broadcasts," explains Robertson. "It started at the beginning of the game and the voting went through the entire first half."

More than 1,600 people participated in the final vote, with 31% voting online, 43% in the arena and 26% from home. In the initial first round of the contest, a whopping 71% of the entries came via SMS. "It really shows the value of SMS and the benefit of the instantaneous nature of that medium," says Robertson. "That's how our fans want to interact with the brand, in a way they're comfortable with."

Advertisers and sponsors are becoming equally comfortable with this multi-platform approach and its use of mobile. "We have over 50 sponsors with the Leafs and Raptors, so we utilize these promotions to leverage those sponsorships and bring awareness for their brand and their products, Robertson explains. "The Miller Genuine Draft campaign is one example of that." The Miller Genuine Draft "Best Seats in the House" promotion gives fans at a game the chance to win tickets to an upcoming home game by texting a code to a special number. The winner is notified by text message.

Getting participants to opt into future communication is the next step. Participants in Raptors' campaigns, for instance, can opt into the Raptors Insider program to receive email updates on everything from statistics to upcoming games. Eventually, these updates will be sent by text message. It's "definitely on our radar," says Robertson. "Our fan base is really digital-savvy, so things like text messaging are the norm for them. They're used to instant messages and multitasking and they can handle it."

games: **REACHING A TOUGH DEMOGRAPHIC**

The word is in: young men are increasingly tuning out TV and turning instead to interactive pastimes like gaming. And as games move mainstream, the demographic expands. Additionally, a surprising 68% of players of casual games are women with an average age of 36 years, according to Nielsen Market Research.

Double Fusion, a leading independent provider of in-game advertising, has been tapping this growing market since 2004. This spring, it teamed up with marketer Impact Mobile to add a mobile complement to its offerings. "In-game advertising and mobile are very, very hot," says Jonathan Epstein, Double Fusion's president and CEO. "There is a real hunger from advertisers and agencies to reach this demographic that plays video games. There's a strong sense that they are not using other media as much and that they are not paying as much attention when they do."

Successfully interacting with gamers is not always easy, and there are both marketing and technical considerations. People who are playing a game do not necessarily want to stop and click on something, says Epstein. So the challenge for vendors is "to manifest advertising in a way that is viewed favorably by the user but gives the advertiser an impact."

In partnership with Impact Mobile, Double Fusion has risen to this challenge with memorable creative short codes and key words in a

One of the biggest advantages of both in-game and mobile advertising is that it provides advertisers with accountability at the impression level in a way that traditional media do not.

- Jonathan Epstein, *Double Fusion*

manner in keeping with game culture. In the case of a racing game advertising an automotive sponsor, for example, the gamer could be asked to text in the name of a car brand to unlock a secret level of the game, or download content tied to the game or the sponsor. For a fast food company, the reward could be a coupon.

The end result is a new relationship between advertiser and target customer. "All of a sudden, this car marketer has a relationship with the person who's seeing its ads in games," says Epstein. "It gives advertisers a way to connect to gamers that they currently just don't have in other genres." A more substantial dialogue, he adds, could then be established by collecting additional information through an opt-in program with the user.

One of the biggest advantages of both in-game and mobile advertising is that it provides advertisers with accountability at the impression level in a way that traditional media do not. "Unlike TV, unlike print, unlike the Internet, you only count an ad when it's actually being seen on the screen, when someone is actively playing a game," says Epstein. "When they stop playing, we stop counting. Advertisers really like that. So new interactive digital media have better accountability than the more traditional forms."

THE NUMBERS DON'T LIE

Change is good, as they say, and when it comes to mobile, it's also fast. While Canada still lags behind global hotspots like Europe and Asia in mobile use, it's catching up. Cellphone users in Canada now number just over 17 million, with penetration pegged at about 53% of the total population. And while inter-carrier compatibility for text messaging was only introduced in 2002, an impressive 1.5 billion text messages were sent last year, double the previous year's volume.

More and more Canadians are also looking at wireless as an alternative to their land line phones. Fully 64% of Canadian households recently



reported owning or having access to a wireless phone, and 17% of these planned to replace land line service with wireless. There has also been a sharp increase in mobile usage among older Canadians, with adoption by the 55+ group doubling in number since 2000.

These statistics, compiled by a Decima Research Study commissioned by the Canadian Wireless Telecommunications Association (CWTA), are only expected to gain speed down the road, and all indications point to that road being a short one. Most experts agree that Canada is on the verge of a mobile explosion, and that marketers need to scramble to keep up and make sure they're not on the sidelines when it happens. As Marc Choma, CWTA director of communications, explains: "It's really turned into a situation of 'if you build it, they will come.'"

Two things are certain. One is that mobile marketing has moved from the experimental phase and is now becoming an established part of the media mix. The second thing is that it's here to stay.

CREDITS

This publication is an advertiser-supported supplement to the August 2006 issue of Strategy magazine, produced in association with the Canadian Wireless Telecommunications Association (CWTA), with the assistance of Gary Schwartz, CEO Impact Mobile; Bob Koven, Consultant, Robert Koven Consulting, Ltd and Chair, Mobile Content Committee, CWTA; David Farnes, Vice-President, Industry and Regulatory Affairs, CWTA and Jason Kerr, Analyst, Industry Affairs, CWTA. The CWTA is the authority on wireless issues, developments and trends in Canada. It represents cellular, PCS, messaging, mobile radio, fixed wireless and mobile satellite carriers as well as companies that develop and produce products and services for the industry.

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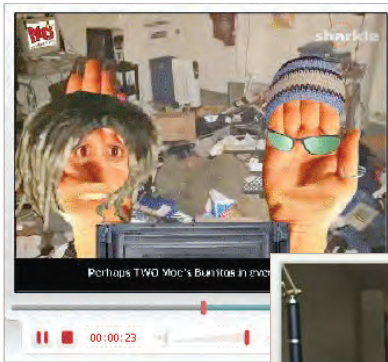


CGM DONE SAFELY

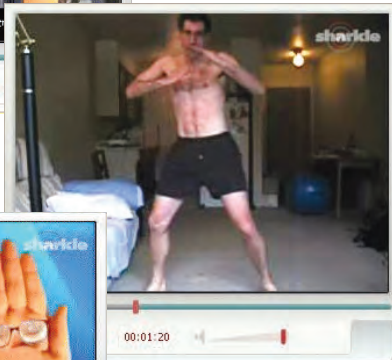
◀ By Annette Bourdeau ▶

Consumer-generated ad mash-ups can be mighty scary for control-freak brand managers. But, like it or not, consumer generated media (CGM) ain't going away. So why not facilitate it?

A new Atlanta-based company called ViTrue has set out to hook up advertisers with tools to encourage users to have fun with their brands. ViTrue, which has a strategic alliance with the Publicis Group, has partnered with Sharkle.com, a free YouTube-ish video-sharing community with 100,000 registered users and one million unique visits per month.



Moe's gets consumers to do the work for them



elements that users can mash up to create their own commercials and share with others.

"ViTrue is established as 'a safe place for brands,'" explains Trevor Wright, president and founder of Sharkle. "Advertisers need to begin to understand and participate in these communities, and the question is how to do that." He predicts that as skittish advertisers become more comfortable with the concept of user-generated ads, they'll be more open to allowing users to splice in their own footage in the mash-ups.

ViTrue is currently running a beta site for popular US burrito chain Moe's Southwest Grill, which will officially launch in September. Users can create and post their own Moe's video ads by mashing up the Moe's ad materials that are provided on the site. Other users can comment and vote for their favourite ads. The creator of the spot that best illustrates the tag "Moe's Burrito in Every Hand" will win free burritos for life. ■

ViTrue, which positions itself as a pioneer of the user-created ad platform, helps marketers participate in online communities like Sharkle by setting up spaces equipped with branded video

CANADA POST Tests DM stimulant

If you've been thinking about getting into catalogues, but are afraid of the cost, look into the multi-merchant catalogue Canada Post will be testing this fall. The Look Book will be about 24 pages and feature 10-15 merchants, such as Ottawa-based kitchen accessories retailer Ashton Green.

David Coulson, acting director, retail and catalogue marketing at Canada Post, says that the concept is similar to the American in-flight catalogue SkyMall. He adds that the biggest draw for merchants is Canada Post's use of its own proprietary prospecting tool SnapShot, which will allow the catalogues to be highly targeted.

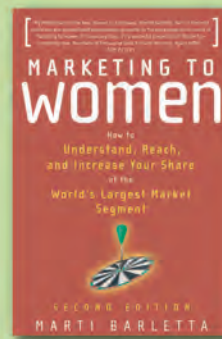
"We've invested quite heavily in SnapShot. It predicts a propensity to purchase," explains Coulson. It was developed for Canada Post by Generation 5 using 13,000 different variables, and it's capable of producing detailed profiles based on purchase behaviour. About four years ago, Canada Post decided to develop DM tools like SnapShot to help grow its own business.

The test catalogue hits 500,000 homes and 200,000 e-mail inboxes. It has varied pricing for a double-page-spread: a flat fee of \$59,000; a risk-share fee-per-buyer of \$56 per buyer (if you don't get a response, you don't pay); and a mixed model with a \$29,000 flat fee plus \$28 per buyer. If the test is successful, Canada Post will likely do four or more 100+ page issues per year. **AB**



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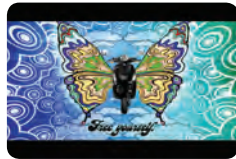
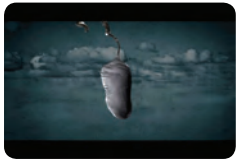


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Marti Barletta
Founder, CEO, Author





1. Vespa. Vespa is cool. Vespa is iconic. So when it came time to market one of the world's most powerful symbols of youth and liberty we didn't hide it, we celebrated it – in print, cinema, TV and street theatre. The results? Vespa scooter sales have tripled, rocketing past their closest competition.



2. Dogfather & Co. Pet owners increasingly treat their pets like humans. So we created a new medium that spoke directly to dogs, "Doggie Billboards." The campaign resulted in PR exposure that was 15 to 20 times the campaign cost and generated an over 30% increase in sales. Woof!

Can't read the ads?

It's not you. Really. They were never meant to be this small. Thankfully, there's a solution; laser eye surgery at Bochner (just kidding, shameless plug for our client) the Internet. That's right, see them all at www.dentsucanada.com

dentsu



3. Bass Pro Shop. The Bass Pro catalogue is as anticipated by hardcore fishing enthusiasts as the Swimsuit Issue is by pre-pubescent boys. Fish, on the other hand, are petrified of it.

4. Toyota RAV4. The RAV4 is a tough performer in an incredibly tough segment, compact SUVs. But the RAV4's new, more powerful, go-anywhere, do-anything versatility helped to create a new, more powerful, fully integrated ad campaign. Sales results have been spectacular. Up 126%, RAV4 market share has more than doubled versus the previous year and jumped from number ten in the segment to number four.

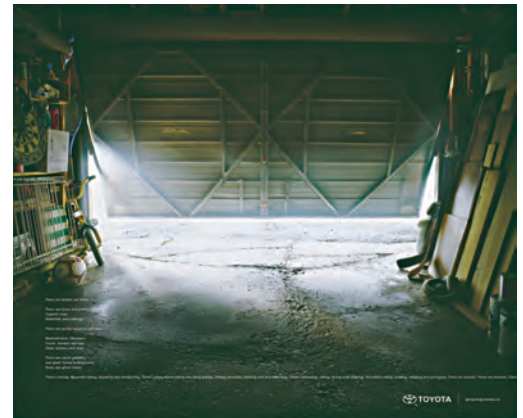




5. Toronto Jewish Film Festival.

Helen Zukerman, Director of the Toronto Jewish Film Festival, had one simple request: "Make the Festival as attractive to non-Jews as it is to Jews." So, we did. The resulting campaign, 'Discover your Inner Jew,' helped drive more sold out viewings, attracted a younger audience and a more ethnically diverse audience than ever before. Mazeltov!

6. Get Going Canada. After two years of middling results the Get Going partnership turned to Dentsu. We repaid the favour by turning traditional tourism advertising upside down. Rather than showcase classic Canadian vistas (been there, done that) we visited world landmarks to get a foreigner's perspective on Canada. It's worked. Through the first two months there's been over 150,000 contest entries and over 325,000 unique web visits vs. 89,000 the previous year. You go Canada!



7. Toyota, FJ Cruiser.

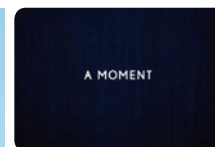
"Whatever it takes!" That's the agency motto. So when it took a production and media coup to create an FJ spread with a mylar overlay, we did it. The FJ did the rest. Sales are already two months ahead of this year's forecasted schedule.



101 MOMENTS WORTH LIVING.

When you think about it, life is but a series of moments in which the great ones feel better. They bring a smile to your face. They lighten your step. And the most brilliant thing about them, they're so fleeting, there's no time to let them go. Think of it as a starting point.

- | | | |
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| <ul style="list-style-type: none"> 01. Catch a fish with your bare hands 02. Steal a kiss at a wedding 03. Watch a sunset 04. Ride a horse 05. Get a piece of art into an exhibition 06. Hug a baby 07. Stand on the Great Wall of China 08. Run with the bulls in Spain 09. Receive your childhood dream 10. Take an aerial view of a city 11. Witness an amazing sunset 12. Hug the 'King of the Hill' in India 13. Sit on a bench at a wedding 14. Watch a sunset 15. Get a piece of art into an exhibition 16. Hug a baby 17. Stand on the Great Wall of China 18. Run with the bulls in Spain 19. Receive your childhood dream 20. Take an aerial view of a city 21. Witness an amazing sunset 22. Hug the 'King of the Hill' in India 23. Sit on a bench at a wedding 24. Watch a sunset 25. Get a piece of art into an exhibition 26. Hug a baby 27. Stand on the Great Wall of China 28. Run with the bulls in Spain 29. Receive your childhood dream 30. Take an aerial view of a city 31. Witness an amazing sunset 32. 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Do the Haka 56. Do nothing 57. Run a marathon 58. Go to a concert at a comedy club 59. Enjoy a Dalgona in Hawaii, Cuba 60. High speed mountain bike down Whistler Mountain 61. Get a world record and get it into the books 62. Get married for a long time | <ul style="list-style-type: none"> 63. Go swimming in the thermal pools of Iceland 64. Spend a night in a tree house 65. Tell the open secret and keep it to the stars 66. Take a drive in a vintage car to where it's from 67. Attend your high school reunion 68. Go down to a shark cage 69. Teach a child to ride a bike 70. Witness a sunset from a mountain 71. Play down the last of your money 72. Visit Chaco Canyon for a historic journey into the past 73. Bungee jump 74. Visit Angkor Wat, Cambodia 75. See a sunset in the snow 76. Take a drive in a vintage car to where it's from 77. Attend your high school reunion 78. Go down to a shark cage 79. Teach a child to ride a bike 80. Witness a sunset from a mountain 81. 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8. Lexus. Moments are the new luxury, and the Lexus "Moments" campaign has struck a chord with the new luxury consumer. So much so that it has now generated more letters, phone calls and web hits than any other campaign in Lexus' 16-year history. Sales are currently up 22 percent for the first half of 2006, versus the same period, 2005. Now that's a moment worth celebrating.

◀ By Lisa D'Innocenzo ▶

TARGETING AMERICA

If your company is considering U.S. expansion, the key to a successful transition lies in getting one thing right: target market strategy

Countless American brands have ventured across the border over the years, most to be greeted with open arms by Canadians. Ironically, despite the fact that our southern ally is home to 10 times our population, Canuck brands haven't always been as fortunate traveling stateside. Those that have retreated from U.S. expansion plans include such Canadian powerhouses as Canadian Tire, Second Cup and Shoppers Drug Mart.

But if the Great White North can accept and adapt marketing strategies from the U.S., ostensibly due to our cultural similarities, then it stands to reason that our brands should easily fit into their marketplace.

In fact, almost half of 250 CEOs recently polled by Ipsos Reid in the "Annual Canada Most Respected Corporation Survey" cited the U.S. as the most important country for growing their business in the next three years. However, if those who have gone before them were to offer any advice, it would be to cherry pick markets, locations and consumer segments.

John Torella, a senior partner and consultant at Toronto-based JC Williams Group, suggests that what is required is an in-depth understanding of what he calls a very complex market.

He cautions that the U.S. is not a homogenous market, and that it requires "all kinds of segmentation" due to the diverse ethnic groups, and geographic and lifestyle differences. After all, he points out, New York City is a far cry from San Francisco.

Plus, due to intense competition, it takes deep pockets to succeed south of

the border; JC Williams estimates a price tag of \$100 million over five years to build brand awareness in the U.S. "The home improvement category for Rona is going to

You need a larger budget for marketing [in the U.S.], but also the question is are you prepared to make an investment for critical mass?

be a daunting challenge – especially with Lowe's and Home Depot in that market," he says. "You need a larger budget for marketing [in the U.S.], but also the question is are you prepared to make an investment for critical mass?"



One brand that runs smoothly stateside is Aldo. According to Torella, this is because the footwear retail chain adopted a "cluster" approach, winning over markets one at a time, as opposed to spreading out across the country. "Whether it was Chicago or Boston, they [targeted specific] areas and gained critical mass."

Susan Sanderson, EVP client and creative development at Toronto-based brand consultancy Watt International, also stresses that a finely honed market choice is crucial. "You're in a different place and it's 20 times more complex," says Sanderson, an American who has lived and worked in Canada for the past five years. "You can certainly fail if you fail to understand who your consumer is. Yet it can be overwhelming for Canadian companies to figure out whom to go after."

"And it's not just whom – it's also, are you going to start out regionally or go for the whole enchilada?"

Mississauga, Ont.-based Manchu Wok Group has certainly grappled with that issue. President/CEO Kelvin Chen says the retail chain first entered the American landscape about five years ago, when it purchased 20 stores in California. It now has 120 outlets in the U.S., a favourable market where Chinese food makes up over 25% of eatery occasions when it comes to all "ethnic" foods, according to the company. Thus, you can now find Manchu Wok banners in New York, Florida, Texas, Louisiana and



D.C. (By comparison, the QSR operates 80 shops in Canada.) “We have been growing, but not exceptionally aggressively, because we’re careful with the locations we choose as well as the franchisees,” says Chen.

Chen has been at the helm of the company for less than a year, and says that California, their original U.S. target, has proven to be a tough market. “My guess is that we have taken our eyes off the ball. In retrospect, with all other things being equal, why not concentrate on three states, near the Ontario border, as opposed to one 3,000 miles away?”

To make the long distance relationship work, Manchu Wok has been diligently getting to know its new consumers’ turn-ons and turn-offs, and altering dishes in order to accommodate regional tastes. For example, to appeal to the massive Hispanic population in the southern U.S., Manchu Wok serves up spicier dishes in those areas.

The decision to tinker with recipes was made at the Canadian HQ, and Chen says having an open-minded marketing team is an essential ingredient to establishing when change is necessary. When it comes to marketing strategy, Chen says the chain relies heavily on promotional tactics, which are typically easily transportable. For example, Manchu Wok recently wrapped a poker promo, where consumers were given scratch cards offering a chance to win up to \$100,000, as well as secondary prizes.

“That would attract the attention of people who otherwise might not be attracted to us, and we structured it in such a way that there

would be some bounce-back effect – if you didn’t win some of the grand prizes, there was other prizing that would [encourage] consumers to come back.”

The key strategy for Chen, however, is to continue to be cautious when it comes to defining their optimal target market. For instance, instead of focusing exclusively on mall space, where competition



From top: EnviroTower targets areas where its service is exponentially valuable and tweaks its messaging accordingly; below: Manchu Wok has learned to cluster to maximize marketing resources

is fierce, Manchu Wok has been targeting campus and turnpike sites. “We’re not closing down stores, but we will be more selective about where we want to grow going forward,” he says, adding: “Once you have a cluster of stores, it’s easier to give them the support they deserve, from a logistical, marketing, even a management perspective.”

Similarly, targeting is the central factor in Toronto-based EnviroTower’s strategy for U.S. expansion. Its customers are large commercial property owners, such as office buildings and hotels, and according to VP marketing Shelley Cornforth, the B2B firm, which has a patented technology used for treating water in tower coolers without using harmful chemicals, took a “borderless view” of North America when it launched two years ago.

“We look for where there’s the greatest need and demand, and although we did start on our home turf here in Canada, we’re also in some key markets in the U.S. south and the U.S. west, where conditions tend to be strongest for our product,” says Cornforth.

In fact, 20% of EnviroTower’s business already comes from the States, where it has installations in California, Florida, Texas and Minnesota. That’s a number it hopes to improve and the firm is currently working on a “multi-site opportunity” with FelCor, a large real estate investment trust that owns a number of hotel brands including Sheraton and Hilton.

Explains Cornforth: “We’ve looked at regions

that can benefit greatest – for example, where there are hotter climates, where there are stricter environmental regulations, where there are incentives, where the water tends to be harder. Those companies can benefit greatest, because [we offer] cost savings around saving energy, water, and the cost of chemicals, as well as eliminating toxic water discharge.”

EnviroTower’s marketing messages are tweaked depending on the region, explains Cornforth. “The priority of those benefits might change. So for example in California, there is a water scarcity issue. So the water savings benefit to our business resonates strongly. That’s not as big an issue here in Canada – some of the energy

savings and chemical reductions would be where customers are looking to make changes. We’ll adjust our messaging; we’ll adjust what we’re stressing to our customers.”

Consumer understanding of the technology will also come into play. Cornforth points out that in California and Florida, they are further along in knowledge of the technology and, as a result, readiness to adopt it, so distributors play a bigger role in EnviroTower’s business in those states. In Canada, meanwhile, more education and market development are still required, and the firm relies more heavily on direct selling.

A fair bit of the B2B company’s marketing, such as web seminars, is conducted centrally through the Canadian HQ. To leverage and deepen market-specific insight, EnviroTower is currently looking for U.S.-based marketing partners who are familiar with its targeted geographic regions to help get its message out and further grow its business.

For her part, Sanderson says that it makes sense for both consumer-focused and B2B marketers to consider the U.S. But she also warns them to tread carefully, because along with the enormous population, which is not concentrated as it is north of the border, comes the difficult task of breaking through. “The proliferation of choice is probably tenfold what I see here. [Whatever your industry], you’re going to have to consider that.” ■



GOOD BUSINESS



Brands like Microsoft and Nike, responsible for ninemillion.org, are making causes like the plight of child refugees their own

Your brand needs a social strategy. Why? Consumers aren't giving you a choice.

◀ By Natalia Williams ▶

There's no doubt. A movement is in our midst. The quintessential proof came in late June when, in the hallowed halls of the New York Public Library, the world's second richest man (Warren Buffett) announced he would donate 85% of his \$44 billion fortune to the world's richest man's (Bill Gates) charitable organization, the largest in the world and aimed at improving world health.

In 2002, Tony Pigott, JWT Canada's president/CEO, attending a UN summit on sustainable development in Johannesburg, witnessed a similarly monumental moment. The head of Greenpeace and his counterpart at the World Business Council for Sustainable Development, representing some of the world's biggest corporations and who are said to have fought like "cats and dogs" at the previous summit in Rio de Janeiro, literally joined hands and called a truce.

"[They] said that it was time for us to bury the hatchet and work together," Pigott recalls. "That suggested to us that all sorts of possibilities were going to unfold in the way that these different sectors were going to operate as well as what corporations were going to be willing to do."

He was right. More and more, charities are hooking up with brands, brands are courting charities, and some brands are even identifying and launching their own causes. There is no better proof than the ACT Responsible exhibition at Cannes, in June, showcasing over 400 social and environmental campaigns from around the world (For Pigott's Picks, see below). Corporate consciousness is growing – even necessary – in today's global and business community: The world needs it, consumers

GOOD WORK

During the week of festivities at the Cannes Lions in June, an exhibit by ACT Responsible (Advertising Community Together), entitled "Taking Care of our Future," showcased about 400 advertising campaigns with a focus on social and environmental issues. JWT's president/CEO Tony Pigott, who has helped shape the event of which JWT is a sponsor, wound his way through the campaigns and selected the following three – in random order – as the best of the bunch.



1. Greenpeace's "Trees"

Campaign: A simple print execution by JWT Philippines in which the holes of the edge of a piece of paper seemingly pulled from a cahier double as trees. Hundreds of visitors to the exhibit voted this as the top print campaign and it was bestowed with a Cannes Dove Award.

Comments: "Very elegant, very simple, but it said a lot. I chose it for its simplicity and I think that elegant creative in telling these stories is very helpful."

are demanding it and less altruistically, it does a brand good.

Pigott's response was to develop a new division of the agency, Ethos, which began as a Toronto-based initiative over four years ago. A quiet, official launch is expected this month with a press release, website and thought piece, with forums to follow. Other JWT locations around the world will be able to tap into the resources and research of the T.O. practice, which is being positioned as the "centre of excellence" for JWT globally. The agency has also entered into a memo of understanding with UNESCO, to help with its sustainable development communications goals, and is also discussing the idea of creating a portal for social marketing allowing governments, not-for-profits and companies to



Dove has proven that good causes can emerge from a brand's DNA, says Pigott

and saying... 'We don't know if [the effort is] magnifying our brand, building our business or whether we're just throwing money out the window.' Talk to us about how we do it smarter, faster, better and more strategically."

Add to that, says Divinsky, who was previously a professor of history at Queen's University, the social effect of recent natural

And they're turning to the brands they support – or are demanding it of those they might in the future. "People have said [to corporations] that the footprint that you make on the world is bigger than just your office tower or your manufacturing plant," she says.

The studies prove it. "Let Them Eat Cake," a WWF study released in May, revealed that the majority of consumers now prefer brands that are environmentally and socially responsible. As well, a recent Energy BBDO study offered this finding to reach the younger set: "Demonstrate that your brand believes passionately in something important – a cause, a philosophy or a mantra," it said. "Brands that have a difference-making purpose in the world are more likely to have a lasting place in their lives."

L'Oréal, using the innocuous hair salon (the inspiration for our cover), is emerging as a forerunner in this approach. Started in South Africa by its Professional Products division, which targets salons and stylists, Hairdressers of the World Against AIDS is an effort to educate women in developing countries about the virus. Last year, UNESCO joined the effort which has recently been expanded to Brazil, India and France (with the Baltic countries

People have said [to corporations] that the footprint that you make on the world is bigger than just your office tower or your manufacturing plant

access guidelines and best practices.

Ethos' goal, says Pamela Divinsky, VP, is to respond to the growing demand of corporations actually inquiring about how to give back. "Corporations [were] coming to us

disasters and the fall-out of corporate greed: Consumers are looking for "sources of meaning and trust," she says. "I know that sounds a bit pretentious and grandiose [but] people are looking for something a bit deeper."



2. Microsoft and Nike's ninemillion.org

Campaign: There are nine million child refugees in the world. Nike and Microsoft have joined the United Nations High Commissioner for Refugees as corporate sponsors. A compelling website aids awareness.

Comments: "They identified a problem then created a program they could own. [It] signals [a] social strategy companies are going to be adopting or creating more and more: very sharply defined programs that target significant social issues and they step forward and own it."

3. General Electric's Ecomagination

Campaign: Ecomagination is GE's commitment – and division – devoted to developing eco-friendly products and solutions that help customers, shareholders and the public. Its multiplatform campaign includes a website, print and TV work.

Comment: "It's significant for the actual business strategy as much as it is for the creative. It's a telltale of a very significant pioneering effort where business is picking up on sustainability."

and the U.K. next on the list). The program offers training days to hairdressers about HIV/AIDS, who then impart this knowledge to their clients. Women make up 50% of the 37 million people



An ad from GE's Ecomagination line promoting a "cleaner" locomotive

infected by the virus and L'Oréal's Professional Products division is aiming to educate about 500 million people through outreach via its 115 technical training centres in more than 50 countries with about 400,000 partner salons and about two million hair care professionals.

"It's brilliant," says Divinsky who, along with Pigott, earmarked the program when pulling together research for Ethos.

"[It's as if they said] 'Let's distribute it through a mechanism that's totally aligned with our business, and is, on the other hand, having a hugely important social impact. So the two are wedded.'"

Pigott thinks Dove is another winner.

Unilever's "Campaign for Real Beauty" spawned the Dove Self-Esteem Fund and a partnership with the National Eating Disorder Information Centre. "A social strategy needs to be completely aligned, almost synonymous with the business strategy. It has to be consistent with the company's DNA and has to emerge from the DNA. If it does, then you're going to find something that genuinely resonates with the company itself. I think Dove is a good example of that," he says.

For the connection to transfer the do-gooder glow to the company itself, it's clear that sincerity is key. "It's taking a meaningful stance on something, doing something about it, and then communicating it," says Pigott. "People can separate tokenism from something real."

"[It] needs to come from a genuine place... otherwise it feels like an advertising campaign," adds Sharon MacLeod, marketing manager of Dove, speaking about what this current iteration of giving takes to work. And all these feel-good efforts don't equal a disconnect from the bottom line. General Electric chairman/CEO Jeffrey Immelt, who is behind the company's very ambitious Ecomagination effort (for more see page 47) is out to prove this, and has promised: "We will solve tough global problems and make money doing it." ■

BRANDS WITH A MISSION

This month we highlight four brands that have gone beyond simply latching onto a cause, by either creating one – and owning it – or tapping into a charity that "just makes sense." Here are some of the best of the lot.

One brand, seven causes Aeroplan, Beyond Miles

Inspiration

It was while following focus groups in Vancouver, Montreal and Toronto in late 2002 that execs at Aeroplan found out that its members (there are about five million active members) were deeply committed to giving back. "Again and again, we got the message that what made their lives meaningful was to give something back of their skills and expertise, to be personally engaged and to support a vehicle that would allow that exchange," says Alden Hadwen, manager of community investment.

She adds that while a vehicle through which members could donate their accrued travel points was certainly planned, how, or to which groups, was yet to be determined.



Engineers Without Borders sorghum promo with Care Zambia

Execution

For many non-profits, travel costs are their biggest expense. So following much research, Aeroplan selected, and began working with Engineers Without Borders, which at the time was a very young, but highly passionate group. The response, after a very quiet launch, was good, says Hadwen. On average, about 2,500 miles were being donated daily. (Air Canada's Kids' Horizons program was the company's other initiative at the

time.) Limited, but overwhelmingly positive, the response also provided an impetus: "That led us to start creating a strategy to expand the program," she says.

In May, Aeroplan announced that five additional groups, including Schools Without Borders, Veterinarians Without Borders, The Stephen Lewis Foundation, Médecins Sans Frontières, and the Canadian Executive Service Organization would also now receive donated Aeroplan miles to offset costs related to travel at home and around the world.

"When you look at the type of organizations we've chosen, and you think about the professionals behind those organizations, a lot of those are heavily weighted in our membership: doctors, engineers and so on," says Gillian Hewitt, manager corporate reputation. "But the flipside to it is that if you look at the work these organizations actually do, we've covered off a wide swath of the various development needs: infrastructure, emergency care.

"We were careful to cover off the needs of our membership base and 'the need' as well," she adds.

Marketing efforts

- An ongoing media relations campaign – kicked off by a launch press conference
- A redesigned website, which also launched in May and includes several new pathways to the donation option. For example, once a member books a reward, they are prompted to consider making a mileage donation from a click-through banner.
- A direct-to-member e-mail communication is planned for later this year and a two-page article in Aeroplan's member newsletter (*Tangerine*) will be mailed later this summer

Results

In June, the daily average for donations skyrocketed to 85,000 points a day.

"We got it right with our members," says Hewitt.

CAMP TIME!



Tim Hortons Children's Foundation

Inspiration

A longtime do-gooder brand, much of Tim Hortons' reputation has been built on its involvement in relevant, local initiatives, which includes The Timbits Minor Sports Program (sponsorship of house league programs for kids four to eight) and Community Clean-Ups. But the Children's Foundation, which funds camp excursions for thousands of under-privileged children each year, is one of its larger initiatives.

Jodi Bond, the QSR's corporate communications officer, says the inspiration came from co-founder Ron Joyce's "love of children and desire to give back to the community."

The first camp opened in 1975 in Parry Sound, Ont. Today there are six camps dotted across North America: two in Ontario and single locations in Nova Scotia, Alberta, Quebec and Kentucky.

CAMP DAY
~ June 7, 2006 ~

Entire coffee proceeds go to help deserving kids.

© The TDI, Marks Corporation, 2006



Execution

Each year, each of the over 2,900 Tim Hortons franchises, with the help of local schools and youth agencies, identifies and sends two underprivileged children between the ages of nine and 12 to either a 10-day summer camp adventure or seven-day winter camp. "These are kids that wouldn't otherwise be able experience something like this," says Bond.

Since 1986, all the proceeds from all coffee sales on Camp Day are donated to the Foundation. Last year, \$6.4 million was raised.

Marketing efforts

- The Foundation has year-round in-store POP presence
- Surrounding Camp Day, there is a full-fledged campaign with TV, OOH, print, radio, POP and PR

Results

This year, Camp Day, which fell on June 7, raised \$7.2 million dollars, which will allow 11,000 kids to attend camp. Since the Foundation started, over 83,000 kids have had the camp experience. A lucky few are invited to participate in a five-year leadership program and then become eligible for bursaries towards their post-secondary education.

THE SKINNY ON OBESITY

Kraft Canada Boys and Girls Clubs

Inspiration

"It was just about perfect timing," says Eric Burton, director, national program services, Boys and Girls Clubs of Canada, of the not-for-profit's discussions with Kraft Canada that eventually led to the launch of Cool Moves. Perfect, because obesity and inactivity had been flagged by the non-profit's execs across the country as the most critical issues facing its kids. "We were asking] 'What should we be doing to jumpstart things?'" he says. Likewise, at the country's food manufacturing monolith, they were having similar conversations. Says Don Blair, Kraft's senior manager, corporate affairs: "[Cool Moves] came about in response to [Kraft's] growing concern about the declining state of physical fitness among youth."



Execution

Kraft and the Boys and Girls Clubs, along with a number of registered dietitians, physical activity experts and a member of Concerned Children's Advertisers, designed and created a program director's guide for the health and fitness program, which launched last March. The CPG donated \$300,000 over three years to fund the program, even creating and testing some of the recipes in its Kraft Kitchens, but the running of the program is left to the experts at the clubs, says Blair.

The program has two elements: Eat Smart, which encourages kids to make healthier eating choices; and Play Cool, which encourages physical activity. "Many of our kids can't afford swimming or dance classes, so they were really at a point of being in crisis," says Burton. There was a deliberate decision to make most of the activities non-competitive, he says. This was based on the insight that some kids were embarrassed that they did not have the skills to do as well in sports as others – so they avoided physical activity altogether.

As well, smart eating and shopping tips are embedded in the general Boys and Girls Clubs' curriculum like its cooking and after-school homework programs. For example, youth can create grocery lists at the clubs then use them when shopping with parents.

A final component of the program is reward: Kids record their progress in a journal for every day of the week, even if it's simply "ate an apple," says Burton. They are incented with participation rewards each week and their achievement is posted on a board in the club.

Marketing efforts

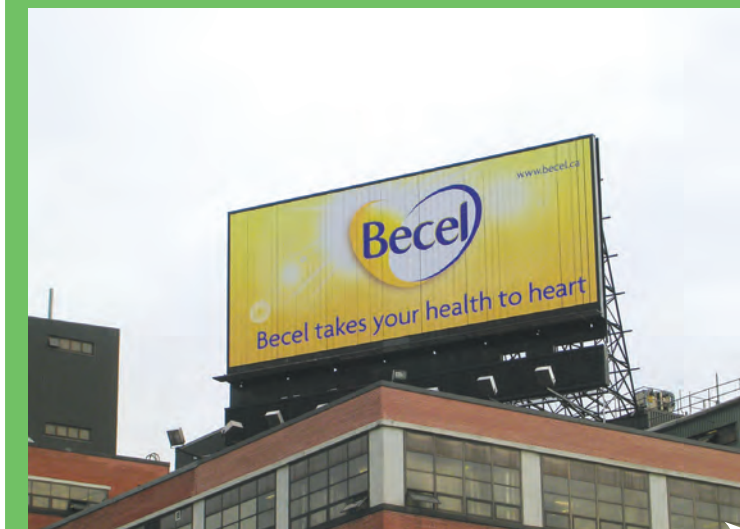
There was a press release, but there was no real marketing push, says Blair. "It's not a marketing program, it's a charitable program. We think those are very different things."

Results

With 104 clubs across the country and 175,000 kids, Burton says that the initial goal was to have 65,000 kids sign up for the program. And even that was ambitious, he recalls. To date, over 80,000 kids are participating. "It shocked us," he says. He says its popularity is likely due to the fact that the teaching is not overt or a stand-alone program, but is woven into each club's existing activities. "It's been successful because it's under the radar," he says. And beyond the numbers, Burton says he's heard anecdotally that some kids are feeling better about themselves and that parents are thankful that positive messages about nutrition and physical activity are being reinforced.



ALL HEART



Becel Heart & Stroke Foundation

Inspiration

In 1988, on Becel's 10th anniversary, the Unilever brand partnered with the Heart & Stroke Foundation of Canada in the development of their first cookbook, which sold over 500,000 copies. Today, 18 years later, the relationship between the brand and the cause continues. "We're intrinsically linked," says Brenda Dowsett, brand building manager. "Becel's whole being is providing healthy heart options," she says, especially as heart disease is the number one killer among Canadians. The brand supports cookbooks, educational materials and even its packaging, website and e-newsletter make reference to its "heart healthy" roots. But its biggest effort is the annual Becel Heart & Stroke Ride for Heart, of which it has been the title sponsor since 1997.

Execution

"From our end we wanted to do something bigger," says Dowsett of the initial decision for Becel to become title sponsor of the Ride. "We wanted to take the partnership to the next level."

Leading up to the Ride, the brand handles the majority of the marketing of the event. As well, a donation is made toward the running of the event (the logistical details are handled by the not-for-profit) and Becel provides the signage for the day. About 200 Unilever employees participate in the Ride, making the company one of the biggest corporate participants.

Marketing efforts

- About 5% of the brand's media budget is committed to building awareness of the Ride weeks in advance, which this year included OOH, radio spots and print work.
- And up to 20% of Becel's media budget is pegged for other Heart & Stroke messaging and initiatives, says Dowsett.

Results

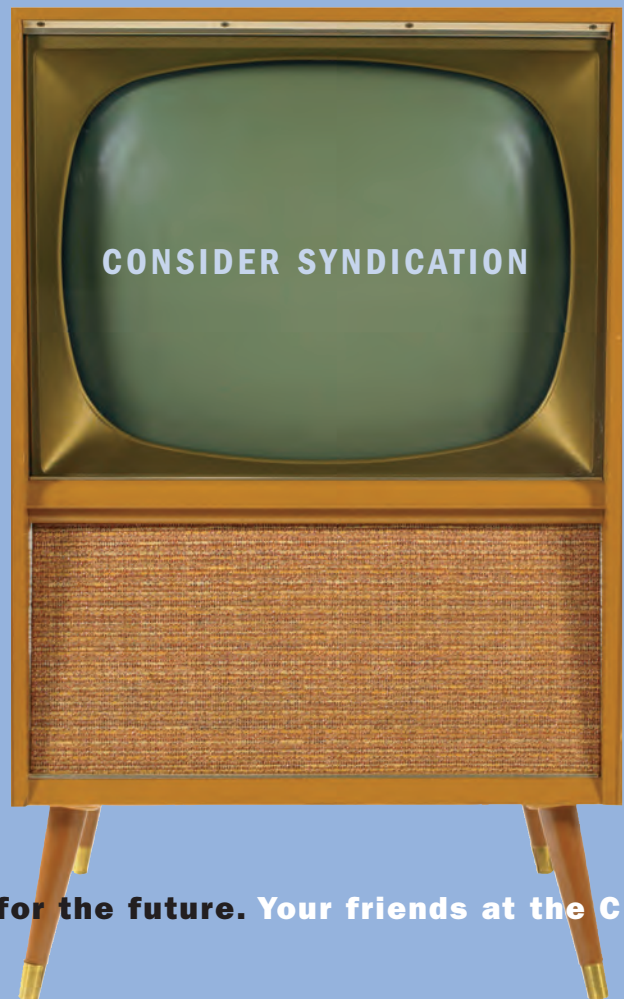
This year the Ride, which falls on the first Sunday of every June and is held in Toronto, Calgary and Edmonton, had over 13,000 participants and raised over \$2.1 million for heart disease and stroke research – the most ever, says Dowsett.

It's an increase from \$1.6 million last year, says Christopher Pon, manager, national corporate alliances, at the not-for-profit. "It's because of Becel's support that this is able to happen," he says, highlighting the increased media presence this year.

With next year being the 20th anniversary of the Ride, the brand's marketing efforts will be even more closely linked to the org, Dowsett says. And will the relationship continue beyond that? "Absolutely. If anything, we want to expand even further with them."

"Becel would be our model for all corporations to work towards," adds Pon. "Lots of sponsors that come to us ask: 'How can we be the next Becel?'"

**Rupert, after
a decade long
ICA hit
performance,
we have two
words for
you:**



Congratulations Rupert, and the very best for the future. Your friends at the CMDC.



◀ By Lisa D'Innocenzo ▶

As Rupert Brendon gets ready to step down from the ICA, his peers recall his tenacity – with fondness

WHERE 'FEAR OF FAILURE' GETS YOU

He's been called “passionate,” “committed,” even “stubborn.” However you describe him, one thing's for sure: When Rupert Brendon believes in an idea, he'll go to extremes to push it through.

This characteristic has been an underlying factor in his 40-plus years in the ad business, including the last 12 during which he's served as president/CEO of the Institute of Communications & Advertising (ICA). Alan Middleton, assistant professor, marketing at York University's Schulich School of Business, who worked with Brendon to establish the Cassies, puts it this way: “When Rupert gets a bit between the teeth, he goes for it.”

Even now, with Brendon set to step down from his ICA post in December, he shows no signs of slowing down. He will continue to push for support for the brand communication program at Wilfrid Laurier's School of Business & Economics, a curriculum he was instrumental in getting off the ground. This has meant finding a university that would offer the program, and raising \$2.5 million to make it happen. To get there, Brendon created

the Marketing Communications Education Trust, then visited agencies and marketing firms to ask for support. He has so far raised \$1.65 million. This has taken years.

Says Brad Davis, associate professor of marketing communications and research at the School of Business & Economics: “It would have died in the water without Rupert. No one got it, and he persevered, and I don't know many other people who would have stuck through that kind of nonsense.”

For Brendon the need for the program was just too great. In the U.S., business students can receive a degree in advertising, but in Canada, until now, no such luck. He and Davis recognized that the discipline of marketing was in trouble. “It's getting excluded from the boardroom,” says Davis. “We also want to get a group of graduates out there who think in terms of brand equity and long-term brand building,” as opposed to cutting the marketing budget to save costs. The first graduates of the program had their convocation on June 8.

Frank Palmer, CEO/chairman, DDB Canada, one of the first agencies to contribute

to the trust, says he was impressed to find out that Brendon personally donated \$50,000. “I think it says a lot about [him].”

In explaining why he pushed so hard for the degree, Brendon, who considers it one of his proudest accomplishments, gives two reasons. The first was rational. “We need it, the Americans have it, the Brits have it, why can't we have it? There's a logic that said this must happen.” His second explanation is more personal: “The thing that drives me on is a fear of failure. I hate to fail at something – I'll go on, backing up and finding a way around, underneath or over until I get there.”

This was certainly the case when it came to the National Advertising Benevolent Society (NABS), a service he decided the industry needed back in 1983. At the time Brendon was president of Benton & Bowles (later D'Arcy Masius Benton & Bowles) and he saw a lot of similarities between the Canadian market and that of England, where the Brit started his career.

“He was the one who really jumpstarted it,” says Mike Fenton, president/CEO at NABS. “He went out and talked to a number of senior

RUPERT BRENDON TIMELINE

▶ 1963-65

Brendon starts his career on the account side at what is now Boase Massimi Pollitt in England.

▶ 1965-67

Still in the U.K., while at McCann Erickson where he is an account exec, Brendon is expected to create a “fact book” and marketing plan for each client, whether they ask for it or not. He calls this period “the heady days of full commission.”

▶ 1967-73

Now in Canada, Brendon is hired by Ed Roncarelli at Norman Craig & Kummel in Toronto. Roncarelli soon sends Brendon to NCK Puerto Rico to run the Colgate-Palmolive business, then to NCK London.



IN A CLIMATE WHERE
CLIENTS QUESTION
OUR NUMEROUS
AWARD SHOWS,
HE GOES OUT AND
CREATES ANOTHER.

BLOODY BRILLIANT.

Thanks Rupert, for amongst other things, the Cassies.



Print work by DMB&B for itself (above) and Pampers (right)



people and got them to personally endorse it. Most good causes need a champion and Rupert was the champion."

But this too was a daunting proposition; the suggestion of NABS was originally scoffed at. "When you first say: 'It's a charity for people

in advertising,' they laugh," points out Middleton, who supported the idea from the beginning. "Yeah, a whole bunch of creative people who get paid \$200,000 a year, they really need a charity." Except Rupert and I knew there are myriads of people in the industry whose salaries are

nowhere near that.

"Rupert was passionate about this and single-handedly got it rolling."

A decade after he pushed for NABS, Brendon had a new agenda – the creation of an awards show that celebrated results. This, of course, led to the Cassies. "He was instrumental in driving that forward," recalls Middleton, also a Cassies founder.

As well as initiating the discussion that led to its development, Brendon brought forth the U.K.'s IPA (Institute of Practitioners in Advertising) Awards as a model to emulate.

The goal, says Brendon, was to improve marketing's reputation in business circles. "We needed – and still do – to convince skeptical clients that advertising does pay off."

The passion and drive that fueled Brendon when it came to industry issues was also evident in his agency days.

Roy Kendall was president of Procter & Gamble, Brendon's most important client while at Benton & Bowles. "He was a very capable, able man and the most dedicated and committed agency head that I ever came across," says Kendall.

That became crystal clear one day when Brendon invited Kendall to a cricket game, knowing that he was a fan of the sport. At the time, Brendon was having trouble getting copy for Crest approved at P&G.

"We watched cricket for two hours and then the agenda unfolded," recalls Kendall. "He pulled out Crest storyboards and took me through them. I said, 'Rupert these are really very good.' He said: 'But Roy, I can't sell them.'"

"I didn't want to step on my people, so I went into P&G and said: 'What's going on on the Crest copy front?' And they said: 'Not much.' And I said: 'Well listen, I've had an idea...' and went through some stuff that Rupert had shown me. It was devious, but it worked."

Indeed, the campaign, (endorsed by the Canadian Dental Association as being "tested and trusted"), found its way into the world.

RUPERT BRENDON TIMELINE

1973-78

Brendon joins Leo Burnett in Toronto as a group account director, working on Pillsbury, Green Giant and All State Insurance, among others. During this time he manages four future client CEOs, plus Jim McKenzie, past president/CEO of Leo.

1978-94

Brendon is hired as president/CEO of Benton & Bowles (later DMB&B). Its most important client is P&G. Larry Dare, who ran some of the CPG firm's global regions, took Brendon under his wing, calling him "slow but trainable." Brendon credits Dare with teaching him about P&G's brand metrics.

1983

Brendon pounds the streets to get support for the National Advertising Benevolent Society (NABS). Despite some resistance, he gains enough support to make it fly. →

BEST WISHES RUPERT

Thank you for your outstanding contribution to responsible advertising industry self-regulation.



Advertising Standards Canada
Les normes canadiennes de la publicité

We wanted to list all of his achievements,
but it's only a full-page ad.



On behalf of current and past NABS staff, board members, and volunteers, we'd like to congratulate Rupert Brendon on his outstanding career and contributions to our industry. More importantly, on behalf of thousands of advertising and media industry professionals and their families, who have received assistance from NABS, we'd like to thank Rupert for his vision and passion in launching and nurturing the development of The National Advertising Benevolent Society of Canada.

Says Kendall: "Once Rupert recognized a great idea, he would push it to the hilt. His commitment at getting a good idea through was really quite remarkable."

Kendall was also impressed by how Brendon used to "eat, sleep and dream the business.... I always felt like I was the only client he ever had."

Ed Roncarelli, who ran the agency Norman Craig & Kummel and hired Brendon in 1967, would agree with this assessment. "He worked very hard, understood the business, knew about the clients and knew more about their business than they did. I put him to work on Colgate-Palmolive, which at the time was NCK's biggest client. We had it in 26

countries. He was probably one of the best account people I've ever known."

Brendon passed his account management skills onto many of his underlings, like Jim McKenzie, who worked for Brendon at Leo Burnett (and later went on to become president/CEO of the shop). "What I learned from Rupert really helped shape my entire career, up until and including becoming CEO," says McKenzie, adding, "he really taught me what the nature of good service to a client was all about, beyond being steeped in their business. He would regularly conduct brainstorming sessions and come up with a whole laundry

list of ideas over and above what they'd asked for."

Because he had high standards, points out McKenzie, he was a tough and demanding boss. Jani Yates, EVP at the ICA, would agree. But she also calls him fair and supportive. "He's never micromanaged," she says, pointing out that Brendon allowed her to run the Cassies independently.

But Yates knew Brendon would expect high standards. His hiring process included a psychological examination, a French test from Berlitz, even a dinner with Yates and her husband.

Brendon explains why: "You have to like the person, you have to respect them, and you

RUPERTBRENDONTIMELINE

1993

Brendon becomes chairman of the first Canadian Congress of Advertising, a three-day meeting of the minds. It is here that he introduces the idea of celebrating "effectiveness," leading to the Cassies, an award competition that focuses on results and which he calls one of his proudest achievements.

1996-present

Brendon joins the ICA as president/CEO to provide members with more value and help agencies provide greater value to clients. Under him, the ICA develops new services, like the "ICA Surveys on Salaries and Operating Costs" and free information, law and HR services. Brendon also starts an agency search database for marketers. Over the years, 80 searches worth \$263 million have been conducted, without speculative work.



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have to get on the same wavelength. And I do believe in close friendships in business. It's the shower time – where you come in the next day and say: 'I was thinking about what you said yesterday and what do you think of this?' You don't get that if it's just a nine-to-five job and it's 'I've done my shift, I'm going home now.'"

The mutual respect between Yates and Brendon runs deep. He wholeheartedly believes she deserves to step into his position when he leaves.



Brendon at a NABS fundraiser circa 1984

(The board of directors has created a selection committee to handle the hiring process.) If it happens, Yates knows he will be a hard act to follow: "He has doubled the ICA's membership since he joined. He has never stopped. He is always looking at new initiatives and has brought on many best practices.

"It [has also taken] a certain personality who is very strong in his convictions and can get people enthused and involved. The faint of heart do not take on these kinds of [roles]."

So what will Brendon do next? He will establish a new marketing consultancy, although he won't share details yet. Perhaps he'll also spend more time at his working farm in Huntsville, Ont. "I don't intend to retire; I [want the] mental stimulation. The consultancy will be full-time, but not as pressured as what I did before."

You really didn't expect him to rest, did you? ■

WHAT THEY SAY ABOUT RUPERT

"The first Congress of Advertising, which Rupert was instrumental in organizing, became famous when Hugo Powell, at the time president of Labatt, went off on the industry. And [the impact] lasted five or six years, because he said that the problem with the industry was that they were a bunch of handlers, who didn't add any value to the process. Rupert handled it very well. He balanced the viewpoint by saying: 'The industry is more than handlers, Mr. Powell, but you're absolutely right, if all you're getting is handlers, then you should be looking around for a new ad agency. But there's nothing wrong with the agency model, because there are agencies that deliver that value.'" *Alan Middleton, assistant professor, marketing, Schulich School of Business, York University, Toronto*

"The one thing that impressed me most was when he was working on the Gomery Report, and how he dealt with that, because he was under a lot of pressure at the ICA to stand up and speak out. But it really wasn't about the industry in general, it was about a couple of agencies, and in any industry there's always someone who doesn't live up to the standards. Having him speak out on it would have caused the industry some harm." *Frank Palmer, CEO/chairman, DDB Canada, Vancouver*

"I don't know if I would have the energy to put up with what he did [in creating the brand communication degree and Marketing Communications Education Trust], with universities that move at a snail's pace. He persevered, even with some of the reaction from the industry, such as companies that don't think they're involved in branding and don't understand what it's about or that say: 'Brand strategy is what our U.S. parent does.' Certainly there's been more than enough frustration [that would] get a lot of other people to throw their hands in the air and say: 'Screw this.'" *Dr. Brad Davis, associate professor, marketing communications and research, School of Business & Economics, Wilfrid Laurier University, Waterloo, Ont.*

"As you can imagine, anybody who sets standards about knowing your client's business and understanding the theories of marketing – you don't have those standards and not enforce them. If you didn't measure up, he was really tough. But he also had a great sense of humour. Once he was away from the clients, he could make some very cutting remarks about some of the more interesting and colourful ones and we had quite a few of them. He would just bust you up." *Jim McKenzie, former president/CEO, Leo Burnett, Toronto*

"I caught him one time. I asked him what the share of Bounce was in Alberta and he didn't know, but from that time on, he never forgot that lesson. He would walk around with a little diary in his inside pocket. So Rupert could tell you what the share of Crest was in Lower Slobovia. His knowledge of the industry grew enormously." *Roy Kendall, former president of Procter & Gamble Canada, Toronto*

"The funniest thing we had Rupert do was when we were in Calgary for one of our meetings. After the Olympics, they opened up the luge and you can do the run. So you had Rupert in his three-piece suit, with a helmet, at the front of the luge and me at the back. He was a good egg about it. That's the thing, he never said no." *Jani Yates, EVP, Institute of Communications & Advertising, Toronto*

RUPERT BRENDON TIMELINE

2003

Along with publishing papers and contributing to a couple of books on topics such as payment by results, ROI, and the client brief, the ICA begins sponsoring the quarterly "ICA Survey of Marketing Budgets," which provides details about future ad spend.

2005

After determining it would take \$2.5 million to create a special curriculum in brand communication at Wilfrid Laurier University, Brendon starts fundraising for the Marketing Communications Education Trust. Its total commitment today is \$1.65 million.

2006

The first students from the new program in Brand Communication at Wilfrid Laurier University graduate on June 8. Brendon plans to step down from his role in December.



After 11 years, Rupert Brendon has decided
to step down as CEO of the ICA. In recognition of his service,
please observe thirty seconds of silence.

(Or if budget dictates, a fifteen second cutdown.)

Q&A: BRENDON ON THE FUTURE

Of all the transformations that have occurred over the years, which is the most surprising?

I cast my mind back to the relationship I had [as president of Benton & Bowles Canada] with [former P&G president] Roy Kendall and [former divisional manager] Larry Dare. In those days the relationship between client and agency was much more collaborative and [they trusted] the agency with every piece of information. So they actually helped the client build his brand and the business.

Now I think procurement has got involved to the point of "how little can we pay these people this year?" If you're focusing on how little you can pay for a creative resource, then what will they do? They have to [satisfy] shareholders, so they'll start to cut their resources and then it spirals downwards with the client saying: "You know I didn't get as much value as last year, so I'm going to cut it some more." And then where will we all end up?

What's the solution?

At the ICA we try to educate clients on the value the agency provides, and the agencies to a certain extent need to be educated on how to sell. They're not in the business of selling time, they're in the business of selling solutions that build brand and business. There's a lot of talk about licensing intellectual property, and nobody quite knows how to do it, but in any other creative business, the more exposure it gets, the more the originator gets paid. The difficulty with advertising is sometimes you give it away for free to entice a client in.

Or he pays for it once, and he can use it around the world.

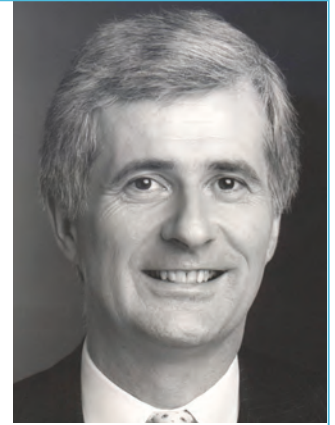
What other issues concern you?

Measurement and accountability is the key issue, because so many financial people at the client end don't really understand marketing or client communications.

What opportunities do you see for Canada globally?

We have wonderful niche expertise, such as DDB Anderson, which does a high percentage of its business in the U.S., because health care advertising seems to be something that we do very well. When you look at the production side, you'll find that there's a lot of expertise in animation.

Specialization is the way forward. Agencies all say the same thing: "we're an integrated organization that provides solutions around a wide range of businesses." How are you supposed to differentiate? Clients today are also looking for best in class, and that doesn't mean one mega-agency. I advise members – if you can think of six other agencies that can do this better than you can, don't waste your efforts. Find the one that you are absolutely right for. Put your efforts into that. **LD**



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“ Leadership means sticking your neck out for something you believe in... The practice of gathering information for one purpose and using it for another... has grave consequences for advertiser/agency relations in general and particularly for the process of pitching new business. ”

Rupert Brendon
President & CEO, ICA

Thank you for speaking out when no one else would.

Cossette Communication Group



◀ By Pierre Delagrave ▶

How I became ready to Erase Everything and Start Over

I've been using a personal video recorder for almost two years, time shifting almost everything I watch, even the news. My wife uses the PVR, skipping the commercials (even Cossette's) when I'm reading or doing something else on my laptop.

Like most people in our business, I'd been exposed to research and articles that alerted me to the quickly increasing difficulties surrounding reaching consumers using PVRs in the U.S., and the intention of marketers to transfer money from television to other media. But my worries were kick-started a year ago when Impact Research sent an e-mail to all Cossette employees in Canada asking who owned a PVR. Five percent

of all respondents possessed one. As you know, not everybody answers a "to all people" e-mail, so I estimated that the penetration of PVRs was closer to 8% and projected that Canada would be affected in the next 24 months by significant PVR penetration.

One major consequence of the PVR is that it affects more light viewers – those who spend only 10 hours per month with TV – than other groups. In order to reach that light viewer group, we usually agree to pay a big premium for the most valuable programs from which this group cherry picks. Why? This group represents 40% of the population with 60% of the buying power.

We ran focus groups, and I met with colleagues to discuss the PVR issues, so as to work on

potential solutions. Could we limit the impact of the PVR? Are there some opportunities, or should we put the money into other media to reach a target? Do we need to reach all the different target groups that TV has?

Throughout this thinking process, I became more and more convinced that the balance of power has changed and that we now must accept that it is in the hands of the

to target very narrow groups. Reset: Media people should invest 50% of their time in understanding the target group and its buying process. These efforts will make prioritizing and planning a lot easier.

For example, in order to be more immediate and influential, and to get closer to the end of the buying process, we need to put consumers in an experiential mood with the brand. And a barrier we bump into when evaluating new niche approaches is that old school metrics don't apply. One of the biggest challenges is to compare the eyeballs we get from television to



Reset: Change what you measure. Measure impact, not impressions. Results, not eyeballs

consumer. He is not only in control of viewing mass advertising, but also has a content creation voice on the Internet. It's obvious when you look at websites like

youtube.com or

myspace.com where everybody can share their personal thoughts and videos (some call this egocasting); or amazon.com where consumers give their evaluation of a product. Or blogs, which in some cases, can be a very influential medium.

Based on daily reach (48%) and minutes spent (121), the Internet is now the number three medium in Canada, after television and dailies. So with consumers ignoring ads on the number one medium, and shaping content on the fast-growing third medium, what's the new plan?

I became convinced that we need to push the reset button on our approach to communication planning.

There's an upside to the unlimited choice of products and media today – it's the ability

those on the Internet when they interact with a micro-site or game, for example. How do you compare millions of people who have been exposed to a car campaign on TV to 100,000 participants in a game on the Internet for the same product? Reset: Change what you measure. Measure impact, not impressions. Results, not eyeballs.

The multitude of changes requires media people to reconsider everything we do. A kind of ground zero thinking is needed to assure that we don't return to the comfortable way of doing things. It's time to start over.

As one of the founding partners of Montreal-based Cossette Communication Group, the architect of Cossette Media, creator of both Impact Research and Fjord Marketing Interactive + Technology, Pierre Delagrave has helped keep the agency on the leading edge by taking charge of change rather than simply reacting to it. One of the outcomes of the quest is his book, Erase Everything and Start Over! PVRs, Blogs, and Word of Mouth: The Consumer is Now in Control. Delagrave is also the vice-chairman of the new global independent media services company Columbus Media International. He can be reached at pierre.delagrave@cossette.com.



◀ By John Bradley ▶

Giving or taking

It is interesting that as charities are discovering the benefits of brands, brands seem to be discovering the benefits of charities.

There are, of course, a range of options should one want to go the charity route. Some companies prefer to galvanize their entire efforts behind one key, independent charity.



Tim Hortons kids camps are a relevant commitment

M&M Meat Shops has enthusiastically supported a charity very close to my heart, the Crohn's & Colitis Foundation of Canada, for the last 17 years, raising over \$10 million in the process. What's the connection with meat? None that I know of. Obviously the linkage between the charity and the company is not as direct as it could be, but by having a single-minded company focus and being so consistent over time, I think they create a very clear impression that M&M Meats has strong values. It's no surprise to me that M&M's also happens to be one of Canada's most successful franchise companies, as good franchisees are attracted by things such as integrity and commitment in the ownership.

Others prefer to put the corporate effort into a charity of their own. Ronald McDonald House springs to mind, as does the Tim Horton Children's Foundation. Approaches such as these have the benefits of company-wide focus, hence scale and impact, together with a much clearer linkage between the company and the charity, hence relevance. The longevity of the commitment and the

single-minded focus definitely result in creating favourable impressions in the minds of their customers.

Both of the above approaches are sometimes combined to create such a strong impression that the corporate brand itself becomes at least partially defined by its charitable stances and efforts. The Body



Shop is a good example, as is my alma mater, Cadbury, which was proving a century ago that consumers do respond to a company's genuine desire to add something back to the community. In Cadbury's home city of Birmingham, England, there is little in the public infrastructure of hospitals, open spaces, schools, hospices, etc. that doesn't have a Cadbury donation in it somewhere. This, together with a widely publicized munificence towards its workers' health and welfare, created an overwhelmingly positive public feeling towards the company and its products.

My least favoured approach is the one currently in vogue, and that is for individual product brands to be setting up their own charities. I worry about this because it can easily be viewed as self-serving, and sometimes even hypocritical, if other brands in the portfolio are doing the complete opposite. Unilever's Dove Self Esteem Fund

is, I quote "a program aimed at changing the current, narrow definition of beauty." Can't argue with that. But perhaps they should start the bandwagon rolling by talking to their marketing colleagues in the next cubicle. "Getting the girl has never been easier, thanks to the AXE effect," we are told. Girls in the AXE ads, strangely enough, have few curves

The longevity of the commitment and the single-minded focus definitely result in creating favourable impressions in the minds of their customers

and can only be described as the waif-like young hotties being waged war on by the Campaign for Real Beauty. But then we all know what would happen to sales of AXE if the ads depicted it as only attracting the ample amazons from the Dove ads.

So I don't buy that a product brand should be developing its own charity as a part of the marketing mix. Damage can be done at the corporate level when there are the inevitable inconsistencies at the brand level. Charities are also a long-term play, and what chance is there of any longevity given a) the longevity of the average brand manager and b) their narrow and short-term objectives?

Twenty-plus years in marketing were enough for John Bradley; he left to do other things that interest him. He writes this column to help the next generation of marketers simplify an overly complex profession. He values and responds to feedback at johnbradley@yknotsolutions.com.

CORRECTION

In July's issue, Patti Summerfield was wrongly identified as the writer of "Your brand, the star." Terry Poulton in fact penned the article. *Strategy* regrets the error.



Rutherford
share insights
on what it takes
to engage

10/3.

The 2nd Annual Media in Canada Forum: Getting to Engagement.

Keynote is U.K.-based Alan Rutherford, global media director for Unilever, the folks behind the innovative engagement plans for the likes of AXE and Dove. The closing speaker is Paul Woolmington, partner of NY-based media neutral hot shop Naked Communications. Presented in association with *strategy*. 89 Chestnut Avenue, Toronto. 416.408.2300 x313.

www.mediaincanada/forum

10/9-13.

MIPCOM is the global market for entertainment content. It's a great place for marketers to spot trends and make branded content deals. One of the conference streams is "Advertisers and Content." Brands and agencies discuss the new revenue opportunities of the on-demand, mobile and Internet worlds with TV broadcasters and producers. Companies like Disney and Fisher-Price attend. Palais des Festivals, Cannes, France. Presented by the Reed Midem Organisation. 514.276.9038. www.mipcom.com



10/14-19.

Direct Marketing Association Conference & Exhibition 2006

features keynote Richard Branson, of Virgin. Over 140 sessions cover everything from the basics of direct marketing to the new brand contract: integrating brand with direct. Moscone Convention Center, San Francisco. 800.293.7279. www.dma06.org

◀ CEO rock star
Richard Branson should
provide a lively keynote at
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Other notable dates.

09/21-22. 2006 Word of Mouth Marketing Forum. Presented by the American Strategic Management Institute, this conference examines metrics for determining ROI, turning negative buzz into positive and tools and technology for WOM. Speakers include Jim Calhoun, CEO, PopularMedia. Arlington, Va. 858.874.6876. www.asmiweb.com. • **09/28-29. Focalyst Executive Forum. Innovations and Insights in Reaching Boomers and Older Consumers.** AARP and Kantar Group present this study on the 42+ population. It includes case studies from Best Buy, CBS, GM and Intel, among others. Lincoln Center, NYC. 203.966.0101. focalystforum.com. • **10/2-4.** Professional educator Marlton, NJ-based ManageCamp presents **Brand Manage Camp 2006**. Speakers include Sergio Zyman, former CMO of Coca-Cola and best-selling author of *The End Of Advertising As We Know It* and Scott Williams, CCO of Starwood Hotels & Resorts Worldwide. Grand Hyatt Denver. Denver. 856.988.8580. www.managecamp.com/. • **10/18-19. Entertainment & Media Forum.** Entertainment and marketing leaders examine digital content, mobile entertainment, VOD, podcasting, brand integration, and the latest in media research and trends. Presented by Miami-based MFM Trade Meetings. Beverly Hills Hotel, L.A. 866.636.7350. www.trademeetings.com. • **11/05-07. Canadian Association of Broadcasters: 2006 Annual Convention.** Get a look at the equation from the seller/content provider's point of view in such sessions as The New Advertising Pitch: Mobile, DVR, VOD, IPTV and the Canadian Ad Market – given the new digital platforms, what are the new rules? The Westin Bayshore Hotel, Vancouver. 613.233.4035. www.cab-acr.ca.

Sports Marketing: Scoring Big

The recent FIFA World Cup marketing mania is maybe one of the best examples of how sports marketing has evolved in the past decade or so. Sponsors anted up unheard of amounts to flog beverages, cell phones, sporting goods and electronics to reach the largest global television audience in history. On a national level, the sports marketing industry is also robust in both sponsorships and in media delivering sports content at all levels of competition. Strategy's October supplement on sports marketing will explore new opportunities for sponsors and media avails for marketers looking to capitalize on the eyeballs of sporting enthusiasts.

For information on how to profile your company in this winning supplement, contact your account manager today.



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Let's face it, there's a lot of bullshit in advertising – ad guys say things just to please the client while the client throws a lot of jargon around, apparently just to befuddle the agency. Well it's time for a new, collaborative age in which everyone says what they really mean so that the project can move forward and the team can achieve what everyone wants: an armful of awards and a big increase in sales. To that end, JWT Toronto gives us the real definitions of some common marketing expressions.

WHAT THOSE MARKETING TERMS REALLY MEAN

By JWT Toronto



Let's take a step back ► This idea stinks so bad, you can't stand being so close to it.

Let's look at this from the 50,000-ft. level ► Get me on the first flight outta here.

Out of the box ► If you're still using this expression, you're way too far in the box to ever get out. So please, stop saying this. You don't really mean it

Pushing the envelope ► A variation on "out of the box." Except instead of a big, roomy box, you choose to put your agency in an itty bitty envelope. Let's be honest. We know you're not really expecting much. Clearly you want to see some pushing on the envelope. But for heaven's sake, don't even try to break out of it. Oh, no. This envelope is sealed. And you, my friend, are on the overnight delivery to mediocreville. Besides, even if you did manage to break out of the envelope, you'd still find yourself stuffed in the bottom of the proverbial box.

Hard-working ad ► You can spot these ads from another area code. They're designed to work even when the sound on the TV is off and you're in the kitchen looking for something to eat before *Murder, She Wrote* comes back on. Yes, the hard-working ad is based on a formula that's been so overused, it's suffering from chronic fatigue. There's a reason these ads work harder. They have to. They're so full of 800 numbers, enormous logos, and calls to action, people typically tune them out before they can ever get to the first product mention (usually within the first three seconds).

Above Norm/Below Norm ► While most marketers believe these terms to be research benchmarks rooted in complex scientific formulas and mathematical equations, the reality is quite the opposite. These numbers are actually generated by a guy named Norm who is locked in a small room. All of the research firms use him. He's very old and very wise. You see, Norm is shown all of your boards and animatics. If he says: "I could've done that," your results will come back "Below Norm." If Norm looks at your idea and says: "I wish I'd done that," then your idea will score "Above Norm." So instead of writing ads to a wide and clearly undefined target audience, perhaps we'd all be better off writing ads to a single target audience: "Norm."

Dial up the branding ► This vague direction can often leave creative teams scratching their heads. But the solution is actually quite simple. Just look really closely at any script and you'll find that there actually is a dial. And on that dial is a label that reads, "branding." All you have to do is crank that little dial way over to the right. Because surely the creative team left it set on "low." Damn creatives. (Oh, and don't let your agency fool you – the dial *does* go up to 11.)

Make the pack shot "pop" ► Quite simply, when a client asks for this, they're expecting you to use up every millimetre of space on the screen for the product shot. Oh, and don't forget to transfer it so brightly that when it's projected in the dark, the logo will be permanently burned into your corneas. New technologies are in the works where a pack shot can pop so much, it will actually cause the glass on your TV to break into tiny shards. And as those shards will come flying at you so quickly, the last thing you'll remember before you die...is the client's pack shot.

UNDERSTANDING QUEBEC MEDIA

MAKING THE RIGHT CHOICES

In the November issue of Strategy we'll be publishing a sponsored supplement which will provide media planners and buyers and client marketers with information they can really use when analyzing which mediums to select to reach their target audiences in Quebec.

Media sellers will be able to profile their distinct penetration and the unique connection they have with their audience. Case studies and sidebars provide the opportunity to showcase what Quebecers are watching, reading and buying and developing trends, as well as the best vehicles to ensure optimal results.

For details on how to participate in this insightful advertising supplement, please contact Carrie Gillis: cgillis@brunico.com.



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